

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

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D.4.2.2. Regional cluster business plan

WP 4. Testing

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

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INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

Project co-financed by the European
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CLUSTER BUSINESS PLAN STRUCTURE (SOSTAC)

<p>1. SITUATION <i>Identification the general situation before planning the Business Plan</i></p>	<ol style="list-style-type: none"> 1. <i>Customer/member insight</i> 2. <i>Territorial insight</i> 3. <i>Product/services analysis</i> 4. <i>PEST</i> 5. <i>Market/sector trends</i> 6. <i>Competitors analysis/Benchmarking</i> 7. <i>SWOT</i> 8. <i>Conclusions</i> 	<p><i>1. Customer/member insight</i></p> <p>Global trend is cultural and creative industries (CCI) becoming main part of the growth and development of global economy. CCI is being recognized as important industry for creating new job positions and new added value, especially in European Union. CCI in EU represents 11,2% of all private companies and 7,5% all employees in whole economy. This is more than 3 million companies with more than 12 million employees (without luxury segment). 5,3% of whole EU added value is inside of CCI and in value that is directly 547 billion €, 4% of nominal GDP of EU.</p> <p>In 2015, 3% of global GDP was created inside of CCI and it employed 29,5 million people. In number of revenue, CCI is already bigger from telecommunications and employee more than automotive industry in Europe, USA and Japan together.</p> <p>In Europe, 32% of global CCI revenue is created and 25% of global CCI job positions. It has strengths in strong public support, highly educated population and big concentration of creators.</p> <p>Cultural and creative industry cluster (CCI) is much needed in today's world in every country. In a small territory such as Slovenia, the cooperation and sharing of synergy effects among different stakeholders is urgent in aim to compete towards global competition. Cluster is combined of stakeholders from same business, which share common and synergy characteristics. Not to compete, but to co-create, is the goal of the CCI cluster.</p>
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		<p>For this reason, “Center za kreativnost” (CzK) was formed. A network formed is combined out of all stakeholders from Quadruple helix model; business, government, academia and community. Two main stakeholders in the cluster are MAO (Museum of architecture and design) and TPLJ (Technology park Ljubljana), which share common view on the future development of CCI in the central region of Slovenia. Other stakeholders included are start-up companies, technological companies, universities, public agencies & ministries, newspaper houses, free-lancers, designers etc.</p> <p>National support strategies for establishing CzK are:</p> <ul style="list-style-type: none"> - National program for culture 2014-2017 - Confirmation of Republic of Slovenia for establishment of MAO public institute - Smart specialization strategy - Operational program of EU development cohesion policy 2014-2020 <p>Because this is first big CCI cluster in Slovenia, all stakeholders are included and are participating in development. Reach of the cluster is firstly in central Slovenia, secondly is whole Slovenia and thirdly is internationally. This way, the reach of the project can really bring benefits to the members of the cluster.</p>
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2. Territorial insight

Number of employees in CCI sector rise for 11% in period from 2002 till 2009. That was 33.758 people employee in CCI in 2009 and they represented 4% of all employees in Slovenia. And number was growing in proceeding years up to 13% of companies and 7% of job positions. In same year there was registered over 9.000 companies operating in CCI.

CCI was strongly underdeveloped and limited in Slovenia due to size of country and population. Due to lack of critical size of stakeholders for programs, all branches in CCI were facing difficulties. Consequently, lack of cross-field cooperation was there, supported by culture in country of non-cooperation in general.

CCI cluster is located in Ljubljana, Slovenia. In last 15 years, in Slovenia were operating several organizations which were support for creativity and culture and innovations. However, there was lacking one, which would connect and support all these fields in one organized and structured way. Entrepreneurial incubators were established all over Slovenia (Koper, Novo mesto, Nova Gorica, Maribor etc.). Same goes with technology parks, which opened after first one in Ljubljana was established (Technology park Ljubljana).

The culture was there always in Slovenia, through music, films, art. It was prolonged from the former Yugoslavia era. And it still is developing further on. On the other hand, innovations and creativity among corporations was lacking in last 25 years, due to transformation from Yugoslavian market to global markets. Transfer

		<p>took more energy and focus on surviving mode of the companies and consequently of the whole society. Due to competition and entrance barriers on the global markets, new challenges had to be overcome. There were exceptions, but not big enough to make national change.</p> <p>Creativity and innovations were slowly being recognized in structured way only after year 2000 with national organizations and movement of spreading awareness of innovations to the stakeholders. From year 2008, when global crises began, there is general awareness that creativity and innovations must be part of every company and organization to bring added value and to survive on the markets. However, even today, creativity and innovations are recognized in companies that are more oriented on global markets or are freshly established. Generally, there is still lacking proactive awareness of design thinking.</p> <p><i>3. Product/services analysis</i></p> <p>Connecting different cultural sectors Combining corporate world with the creative cultural segment Promoting creativity within corporate world Cross-linking memberships activity Participating in the conferences and round tables</p> <p>Development of new projects, products and services Combining art, culture, experiments, trade, entrepreneurship and economy</p>
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		<p> Creating new added value in cross-linking through new business potential and business models with local, national and international reach Bringing prosperity and new insights to society and national wellness Meetings and cooperation with other clusters in region Supporting creative start-ups and individual for Promoting green economy and dynamic entrepreneurship </p> <p><i>3. Pest analysis</i></p> <p> Political Factors: Slovenia is behind the other EU countries regarding CCI clusters and creative industries politics. There was lacking clear direction and support for creating CCI stakeholders. That is why, actors from CCI in today's perspective, were working individually to survive on the market, in most cases, hardly because they did not have any support from the government. </p> <p> Political support for CCI fields was in the past mostly covering direct artistic creations, with no connection with economy and creativity in corporations. There was support for running traditional locations such as libraries, museums, archives etc. but there was not included potential of cooperation with other CCI stakeholders, as it is happening nowadays. </p> <p> Clear reflection of situation from the political factor was also shown in size of the budget which was trusted to the Ministry of culture due to other ministries, it was minority, almost nothing to be mentioned about. Although, economic ministry had </p>
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	<p>funds for innovation and creativity, they were mostly not intended for cultural aspects and cross-links between branches.</p> <p>With spreading CCI through EU projects and finance, influence was made also on the political factors, that they start showing more interest in supporting CCI activities. Political actors are passive in manner to follow the EU projects rather being pro-active in proposing new projects and trends to EU authorities.</p> <p>In last 20 years, political focus was on national infrastructure projects and more traditional elements (health, education, agriculture etc.). Only in last 10 years, there is clear change in perspective, that funds and political support should be also directed to the entrepreneurship, creativity, innovations and CCIs. This change happened due to market results of Slovenian companies on national and global level, because it became clear that economy need modern and new perspectives, methods, business models, creativity, to bring added value, new job positions and stabilization in present job positions.</p> <p>Economical factors: Slovenian companies and economy is growing and developing since year 2008-2009, when it was hit hard by global economic recession. Only in year 2016 it reached the same level as before year 2008. Trend is positive for last couple of years, what is representing also in other criteria such as falling unemployment rate, rising added value and national export, number of start-ups etc.</p>
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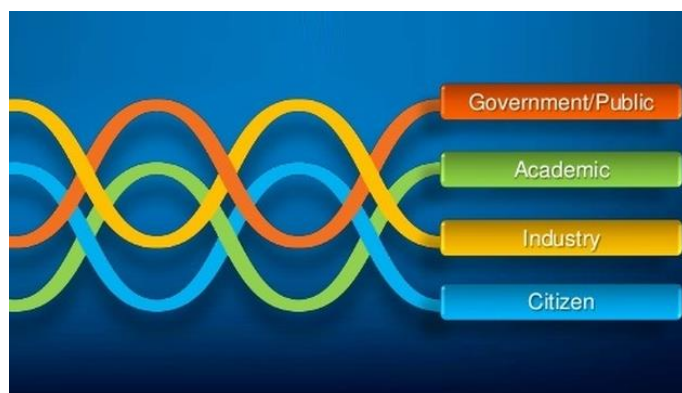
	<p>For example, unemployment rate was rising till mid of 2013, due to global recession and its late total reflection in Slovenian economy. Since 2013 the general economic climate proves that it was getting into better shape, because unemployment rate started to fall and is still falling till today. The challenge with which are Slovenian companies facing in last years is now the lack of highly-qualified employees. Slovenia is a small country and niche employees are fast taken by best companies which almost always work on international markets. Import of foreign employees is happening in last years for first time in history of Slovenian economy.</p> <p>This shows that economic climate is positive and optimistic for investments and new developments. Slovenia was always very much connected to global markets and since globally CCI is one of main future trends, this influence is coming also to Slovenian companies that are more open towards idea of cooperation and working within or with CCI stakeholders.</p> <p>Additional trend is shown through ministries for education and development, since they are supporting education and development of employee in their soft skills, creativity, communication etc. more modern elements, which are upgrading traditional technical skills.</p> <p>Social factors: Population growth in Slovenia is declining for last 30 years, with minimum exceptions in individual years. Generally, age average population is getting older. This trend is same as in Europe and is calling for long-term solutions. Aging population is bringing challenges to education system, pension funds, retirement homes, social security,</p>
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	<p>health system etc. Cultural, the Slovenian population is more orientated toward security and stability. Because of this, it is harder to change values and life-style of population towards more dynamic, creative and risk-taking activities.</p> <p>Additional important factor in working population is, that there are two main problematic fields. Youngsters, students or first employee seekers, which are having modern values and have no working experiences, but global expectations. This is not flattering to society, because not young people as company, are not happy due to mismatch in expectations. Second big problematic field are older employee, age 50plus, which are not following modern technology trends, are harder to adapt and are searching for prolonging their old, safe mode of employment. This again, is a mismatch with today's companies, which are fighting on the global markets with modern, agile companies.</p> <p>Technological factors:</p> <p>Slovenia has several technical fields, where are competing to global companies, as ICT, genealogy, security, nanotechnology, etc. This is backed by old universities and research centers which were operating already in Yugoslavia times. Nice example of niche technology development is nuclear accelerator support, where Slovenian companies are among global players. Same goes for block chain technology development, where Slovenian companies represent important player, which is recognized by all global companies.</p> <p>Level of technical development is proven also by international companies, which are opening their factories and R&D department in Slovenia, such as automotive industry, gaming industry, block chain industry.</p>
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However, realistic % of domestic expenditure on R&D decreased compared with the previous years. The level fall from 2.0% of GDP to 1.9%. The level of investment is in middle range compering to other EU countries or global countries.

Investments into R&D were spent by business sector in 74,7% (2017), following by government with 13,8% and 11,2% higher education sectors. Investment was also biggest made by business sector in size of 63%, following by government with 23% and 13.1% from funds from abroad. 21.941 persons worked in R&D in Slovenia in year 2017, most of them in business sector. 64% of persons were researchers, 25,5% were technicians and 10,6% other supporting staff.

Stakeholders by Quadruple Helix model



		<p>All fields of Quadruple Helix areas are covered in CCI cluster.</p> <p>Government/Public is included by organization of ministries. Ministry for culture, Sector of Republic of Slovenia for development and European cohesion politics, Ministry for economic development and technology.</p> <p>Academic field is covered by cooperation of professors and universities with their visits to cluster events and mutual promotion. Economic faculty of University of Ljubljana is included.</p> <p>Industry is taken into account through clients, companies, which are getting services from cluster synergy effect. It is crucial that cluster members and outside stakeholders gain value from the CCI cluster in the field of education, support etc. MAO (Museum of architecture and design), TPLJ (Technology park Ljubljana), Representatives are Economic Chamber of Slovenia, Lushna etc.</p> <p>Citizen are taken into so-creation through open events, lectures and invitation for cooperation at different programs of CCI cluster.</p> <p>CCI cluster is established and modeled to support all stakeholders in a pro-active way. The strategic aim of cluster will be reached this way, cross-linking all stakeholders.</p>
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5. Market/sector trends

Trends in global economy are clear focusing on new technologies which are included in digital area, artificial intelligence, block chain technologies, green technologies, environmental questions, social development of society. The world is becoming more and more competitive, so new business models are being developed. Development and global fight has become faster and more demanding, as in manner of time, capital investment, know-how as also in creativity, innovations and leaderships.

Global interconnection is also making companies cross-linking and spreading their know-how through different branches and industries. To compete with most developed countries in the world, such as EU, USA, China, the newest trends must be taken into account and used.

Customers are more informed, web connected and educated. Buying power is growing globally and also the consumers are raising from undeveloped countries. Middle-class population is growing and is more demanding from the companies. Working and selling only locally is highly risky for any kind of organization in aim to survive in today's world. Cross-linking, connecting different industries, people management, innovation development, clustering, creativity and culture with value combination. With all this included, there is potential to make it through modern business-social organizations in a long term.

Regarding sector trends, Slovenia is slowly following global trends in innovation centers, incubators, technology parks, CCI clusters, start-up organizations etc. However, it is developing in these fields leading by companies and in last years, supported by the government. There is still much to learn from global CCI centers.

		<p>Positive is, that Slovenia is a small country and is faster and easier to reach critical % of stakeholders to start cooperating for common goal, same direction.</p> <p><i>6. Competitors analysis/Benchmarking</i></p> <p>Competitors to CCI cluster are on EU and global level. In Slovenia, there is no such kind of cluster yet. To search for competition, indirect point of view must be taken into account. How to attract stakeholders, especially private companies and artists, freelancers, which must survive on the market, local or international. Their investment into cooperation with CCI cluster must be smaller than the benefits that member can gain out of CCI cluster. Competition is market itself.</p> <p>Direct competition in fight to gain companies and members is in institutions such as chambers of commerce, business associations, university incubators, local technological parks etc. However, all these competition is offering limited services to their clients and additionally, they are not cross-linked to other branches and industries.</p> <p>CCI cluster is so big by stakeholder and organizational style, which is bringing interconnectivity and depth at the same time, to the stakeholders.</p> <p>With benchmarking we must take into account other CCI cluster globally. They are much incorporated into the education system, public system and corporations, some of them are older than 150 years (Bogazici university etc.). Due to longer tradition, bigger countries and companies involved, they have more employees, bigger financial tools, links to global projects and partnerships. CCI cluster in Slovenia will have to make</p>
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		<p>necessary steps to established internationally recognized CCI cluster. To gain this, focus and clear agenda is necessary what will be also shown in the business plan.</p> <p><i>7. SWOT Analysis</i></p> <p>Strengths</p> <ul style="list-style-type: none"> • Members of CCI cluster are internationally recognized and welcomed at the festivals, competitions and round tables • Small country and city Ljubljana, which brings concentration of know-how, people, skills and influencers to make cluster working fast and agile • 15years plus of experiences by individual members in the field of creativity, culture and innovations • Multilinked in international environment through partners network, including NGOs • Linked to latest technologies through start-ups and tech companies • Products and services are design for global markets, not limited to local stakeholders • Education and training supported by best teachers and mentors in region • Niche, deep programs, individually prepared for stakeholders • Access to venues and offices in big numbers, with cultural background and innovative modern way, such as co-working spaces, rehabilitation of old factories and buildings etc. • Active national professional associations • Source of know-how inside of CCI is strongly globalized and successful • IPR are not expensive • CCI cluster has legal background in political manners • Financial source is stable and known by public finances, good protective pillar
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		<ul style="list-style-type: none"> • There is good know-how on Kickstarter projects inside of CCI cluster members • Members are resourceful in smart, but 'Balkan' • Strong cultural and artistic production, supported by national and local population • Geo-location of the CCI cluster in central Europe and with close connections to several international airports • Big national scheme of cultural buildings and supportive infrastructure for NGOs • Small country with network of people and organizations which almost everybody knows everybody. That is why, the speed of decision and project realization can be really fast! • Fast mode of spreading the news and information among the stakeholders nationally • Not limited by the history and old systems in industry development. As a country we do not have couple main industries, which brings flexibility that we can develop projects in accordance to global needs, trends (nanotechnology, green industry, ICT, culture, etc.) • Environmental benefits for CCI cluster physical participants in Slovenia (water, air, nature, food) <p>Weaknesses</p> <ul style="list-style-type: none"> • Stakeholders are badly managed in coordination and communication • Many organizations were established, but not developed and updated • Lack of support and know-how for internationalization of organizations • Lack of legal support for partners entering foreign markets • Art and culture are badly known and represented among other stakeholders
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		<ul style="list-style-type: none"> • Networking is badly managed in view of people, skills and opportunities • Networking is culturally handicapped by Slovenia culture and lack of win-win mentality • Lack of connection between private and public sector • Lack of networking in manner of global markets and how to capture them • Lack of finance sources, because cluster is financed mostly by ministry and though limited by its function and legal limitations to stay non-profit organization • Due to public financing, the products and services are practically free of charge or by dumping prices for members and non-members of the cluster • Missing infrastructure in some sub-branches • Small HR market, especially when niche job positions are needed • Small number of companies and consequently critical mass for development and projects • Small awareness about available specialized educational programs • Too modest budgets for people development • Too few programs on soft-skills • Too few programs on market and management skills (sales, marketing, leadership etc.) • National culture of self-learning in Slovenia and not in groups by education systems • Schooling system does not propel creativity <ul style="list-style-type: none"> ○ Does not encourage creativity and entrepreneurship (lack of business knowledge) ○ Graduates have often obsolete knowledge that is useless. Need to connect schools-industry.
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		<ul style="list-style-type: none"> ○ Lack of interdisciplinary on all schooling levels ○ Lack of specialized educational programs ○ There is no way to verify certain jobs ○ Need for more practical work. ● General lack of interdisciplinary activities ● IPR problems; IPR personnel are not enrolled in the market and are not qualified to evaluate CCI IP or to assist it in proper way ● Administrative challenges <ul style="list-style-type: none"> ○ Ministries are not aligned or connected (sometimes even within themselves). There are also numerous directorates and Public-Private companies covering individual fields and are lacking awareness of each other ○ Bad communication, awareness between public and private sector ○ Problematic labor and fiscal policies (eg. the use of 'options' is highly taxed, how to hire or fire employees) ○ Present 2nd brute wage is higher than EU average and should be equalized with EU ○ Labor market is very stiff – urgent need for more flexibility ○ Lack of long-term strategies, vision and policies which would support them <p>Opportunities</p> <ul style="list-style-type: none"> ● Increasing demand for creative products/services ● Accessible ICT infrastructure ● Horizontal technologies for various CCI sectors (digitalization) ● Linking CCI with other sectors
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	<ul style="list-style-type: none"> • Rise of the cultural tourism • The role of art and design as the propelling force of CCI • Cross-linking effect of CCI cluster among broader economy • EU tenders can help expose Slovene CCI • Socio-demographic trends (migrations, aging of population) • It is the period of disruptive global business models – business changers • Development of new business models and financing, including crowdfunding, co-development, sponsorships, co-production, license fees, profit sharing, options on developed solutions etc. • Opening new organizations and companies, which will be stakeholders and supporters of CCI cluster. Opening new incubators, co-working spaces, technology parks etc. • Attraction of international investors to come to Slovenia and invest in CCI R&D • Adding new partners from neighbor countries and global clusters • Integration of local population in the operations of the CCI clusters through projects <p>Threats</p> <ul style="list-style-type: none"> • Economic turmoil (problems in the private sector and lack of public funds (SLO & EU)) • Fierce competition from other countries • Rapidly changing technologies (also opportunity) • Migration of talents to abroad • Contents are easy to copy • Trend of increase of precarious workforce
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- Generally, industry in Slovenia is economically uncompetitive in the foreign markets and is small, so CCI members can not bootstrap on it. At the same time, production sizes are generally not big enough to answer global big orders.
- Fast changing politics and not stable direction, long-term vision
- Dependency on the German and EU market in case of global crises, which is resulting always also in lowering investments and less risk taking activity in general economy
- Bureaucratic challenges from the Government and EU parliament
- Lack of massive consumerism of cultural and creative products, services
- Aging population in next decade, which will become burden to national system

9. Conclusions

To gain maximum out of the SWOT analyze, combination must be made, to reveal biggest potential, as positive as also negative.

Strengths are combined with opportunities. And weaknesses are combined with threats. This way, clear focus can be made, where to put biggest energy to gain and to protect.

In Central Slovenia and also in Slovenia as a whole, there is a large number of active persons and institutions. However their operations are usually limited to small scale, freelance operations. Many of them are not aware of the potentials of the CCI sector for improving the competitiveness of the sector and are lacking especially the knowledge

		<p>and awareness on entrepreneurship. Educational sector while well-developed is lacking interdisciplinary approaches and to some degree also involvement of the modern technologies in the CCI. Most importantly the “traditional” sectors and CCI are disconnected. For all that the government has initiated several initiatives to bridge this gap and offer various incentives for improving the sector by itself but also cooperation with the other sectors. This way, synergy effect can be reached really fast and in a big impact. CCI cluster can bring fast, agile, modern, creative and cultural solutions to all stakeholders, locally and internationally. The advantage of small country, freedom in development and special knowledge in individuals, is really good opportunity to take advantage of. Additionally is also the finance point of view that with such underfinance, innovations and creativity was developed. So, with new business models, finances and global market, growth can really become exponential.</p> <p>Weakness and threats can potentially be resulted in culture and communication among stakeholders and national actors. Due to different and big numbers of stakeholders and past bad experiences, as a nation, mutual cooperation was not advantage but more blockade in the projects. Soft-skills and management elements are crucial in this phase. That is why, around tables, co-creation strategy and cluster main aim is, to combine stakeholders in one CCI cluster, where everybody will be honestly pro-active part of it. Culture and values are important to be agreed and aligned throughout whole cluster. Additional threat is small HR pool and migration abroad. All this can be stopped with culture and values inside of cluster operations. Additionally, cluster connection with</p>
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		global activities can give to people opportunity to gain global experiences and still work inside cluster stakeholder operations.
2. OBJECTIVES <i>Identification of the objectives of the business plan</i>	<ol style="list-style-type: none"> 1. <i>Mission and vision</i> 2. <i>Strategic objectives</i> <ol style="list-style-type: none"> a. <i>Number of members</i> b. <i>Cluster activities</i> c. <i>Fundraising</i> d. <i>Aware-raising</i> 3. <i>Marketing objectives</i> 4. <i>Funding/financing objectives</i> 	<p><i>1. Mission and Vision</i></p> <p>Vision of CCI cluster is to become interdisciplinary platform which connect, promote and support development of creative sector in Slovenia, including in process economy, entrepreneurship and other sectors. It is operating on national as also global level, connected with global organizations, for the goal of supporting and bringing benefits to its members and partners. Base of the vision is partially included in RIS3 and SRIP strategies.</p> <p>Mission is to support development of projects, products and services in the crosslinking of art, culture, experiments, market, entrepreneurship and economy. In combination of creativity, production and distribution of goods and services, content full of cultural and creative will be made. These projects have high yield business potential, are commercially viable, are increasing added value or are oriented towards solving social problems and contribute towards social progress and prosperity of whole nation.</p> <p>Creating dynamic and competitive entrepreneurial environment for growth of green economy. Promoting entrepreneurship and establishing new companies, especially start-ups with implementation of new ideas.</p>

2. Strategic objectives

Main strategic objectives are also pillars and main program scheme. These are:

- Interconnecting stakeholders in aim of developing new products and services
- Education and mentorships of stakeholders in the field of CCI
- Networking and connecting on national and international level
- Research and development in the field of CCI
- Web platform of CCI cluster with web shop and presentations
- Marketing, promotion and communication of CCI cluster on national and international level

Fields, where CCI cluster will be operating are:

- Interconnecting stakeholders in aim of developing new products and services
- Architecture
- Design and visual arts
- Cultural heritage, archival and library activity
- Book
- Cultural and Art Education
- Advertising
- Musical and performing art
- Intermediate Arts
- Media, radio and television
- Software and games

		<ul style="list-style-type: none"> • Film and audiovisual activities • Cultural tourism • and other artistic creation <p>a) Number of members</p> <p>CCI cluster and CzK platform as connecting mediator connect practically all stakeholders in Slovenia in the fields of creativity, culture and entrepreneurship. That is why, the number of members is growing each and every day.</p> <p>b) Cluster activities</p> <p>Interconnecting stakeholders in aim of developing new products and services</p> <ul style="list-style-type: none"> • Tenders from Ministry for culture and CCI Platform support and activities • Business / Creative Challenges • Design Biennial: Production platform • Made In: Linking craft and design <p>Education and mentorships of stakeholders in the field of CCI</p> <ul style="list-style-type: none"> • Annual creative-business training • Mentoring and counseling, transfer of skills • Partner network events <p>Networking and connecting on national and international level</p> <ul style="list-style-type: none"> • Presentations abroad - exhibitions, events, networking
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		<ul style="list-style-type: none"> • Creative networking, Pop-Upstart presentations • National events & presentations <p>Research and development in the field of CCI</p> <ul style="list-style-type: none"> • CCI national surveys (multi-annual) • Support for CCI work policy <p>Web platform of CCI cluster with web shop and presentations</p> <ul style="list-style-type: none"> • A common CCI online platform for all stakeholders to co-create • CCI showroom & shop <p>Marketing, promotion and communication of CCI cluster on national and international level</p> <ul style="list-style-type: none"> • National and international promotion • Informing about opportunities, events, materials • Presentations, exhibitions, partnership events <p>c) Fundraising</p> <p>Funding of the CCI cluster is solely from the Governmental side, from the Ministry for culture. This funding method makes sure that CCI cluster will be established in proper way and that all stakeholders will be included in national scheme. Additionally, politics, vision, mission and goals are more likely to be achieved with stable finance pillar.</p> <p>Other sources of funding are there to be discovered and allowed in later phases of the project. Through business models and private sector corporation, there are several</p>
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		<p>potential future funds income, such as yearly participation fees, sales from Pop-Up web shop of products, offering services, donations and sponsorships, private foundations, entry tickets, different memberships etc.</p> <p><i>d) Aware-raising:</i> CCI cluster activities and main strategic goals are all direct or indirect raising awareness of cultural and creative industries in Slovenia. Due to national and international activities, broader communication channels will be used which will cover whole population of Slovenia (online, offline, TV, PR etc.) and niche branch public abroad through the projects and products which will be operating globally.</p> <p>3. Marketing objectives</p> <p>To reach broader population included through different stakeholders of the CCI cluster, different and big marketing mix must be activated. Marketing objectives are in several directions.</p> <p>First is, to inform stakeholders and partners around, that CCI cluster exist and that is operational.</p> <p>Secondly, marketing objectives are for promoting CCI cluster activities to the public, to bring new actors and potential partners in touch with the CCI cluster.</p> <p>Thirdly, marketing objectives are also to sell and promote final products, services to the potential buyers, users.</p> <p>Fourth objective is to gain promotion, partners and customers in an international market.</p>
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		<p>4. Funding/financing objectives</p> <p>Funding from public sector is bringing stability to the CCI cluster. Funding is in a level, that it will cover operational costs and costs of development of CCI cluster. Finance objectives are to cover costs of CCI from employees, promotion, marketing, offices, suppliers etc.</p> <p>In a long term, additional sources of financing are expected, from membership fees, sales of products on CCI platform etc. This way, importance of public funding will get smaller and other sources will lower dependency of the CCI cluster from the government.</p>
<p>3. STRATEGY <i>Identification of the strategy of the business plan</i></p>	<p> <i>1. Customer/member segments</i> <i>2. Cost/benefit</i> <i>3. Commercialization</i> <i>4. Communication</i> <i>5. Business model</i> <i>6. Brand strategy</i> </p>	<p>1. Customer/member segments:</p> <p>Community of creativeness:</p> <ul style="list-style-type: none"> • Designers • Architects • Artists • Creative free-lancers • Cultural SMEs • Associations, organizations • Partner network Poligon • Organization BIG

	<ul style="list-style-type: none"> • Motovila etc. <p>Economy and entrepreneurship:</p> <ul style="list-style-type: none"> • Traditional SMEs • Big companies • Members of KCDM, SIO, TOP, SRIP • PODIM events etc. <p>Other sectors:</p> <ul style="list-style-type: none"> • Tourist organizations • Science • Faculties • Research and development organizations <p>International and local:</p> <ul style="list-style-type: none"> • International organizations and companies • Ministries of other countries • Representatives of foreign companies and associations • RRA • Municipalities in Slovenia and abroad • BSF events <p>Media and broader public:</p> <ul style="list-style-type: none"> • Media publishers in Slovenia and abroad
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		<ul style="list-style-type: none"> Interested public <p><i>2. Cost/benefit:</i></p> <p>The costs of the CCI cluster are planned to be lower than gains of its activities. As in SWOT analyze, focus of energy and costs will be on benefits that cluster can bring to members in a synergy affect. Due to number of members, spread of branches, niche know-how, with entrepreneurial spirit and innovation, all this will thrive with market results. New products, bigger sales number, more taxes for the Government, new job positions, new start-ups, new companies. All this are direct benefits that will for sure outreached the cost of the CCI cluster.</p> <p>Cluster operates in non-profit manner and is everything reinvested into members activities.</p> <p><i>3. Commercialization</i></p> <p>CCI cluster is in the beginning operating on the governmental funds and not bringing direct income from its operations. First goal is to make cluster operational with all stakeholders and that community starts using all advantages of the CCI cluster.</p> <p>In next phases, CCI cluster has aim to become financial self-sustainable organization. Its services will offer on the market, as to members as also to broader public, national and international. Through platform, web shop, educations, winning EU tenders,</p>
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		<p>membership fees, shareholdings in start-ups etc. Through positive results on members sales and global results, CCI cluster will be able to take some part of this success for its operations.</p> <p>4. Communication</p> <p>Very broad communication channels and actions are going to be taken in manner to fulfill all clusters goals and mission. Since there are six main areas, one of them is Promotion on its self, each and every one will have support in marketing & PR. It is biggest cluster in Slovenia till now, combining practically almost all levels of members. So, communication will be operating towards each members segment, through offline and online channels (press release, articles, advertising, round tables, conferences, visits at organizations, web page, social networks, digital medias, traditional medias, lectures, trade and technological fairs, newsletter, emailing etc.)</p> <p>Communication will be adopted to different group members and their phase of development regarding market position. For example, if member is in idea level and just preparing for start-up phase, it will be more promoted among venture world and entrepreneurial sector. In case, that company is already running and it has new products developed for final mass marketing, communication will be focused on final buyers and consumers, to buy its products, visit their web page, promotion of their values to their specific target audience.</p>
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5. Business model

Business model of the CCI cluster is presently organized in very association way. And it is obvious to be like this in beginning phase, due to governmental funding and connecting members all around Slovenia in pro-active way, into one union under CCI cluster activities. It is preparation phase, establishment into the national and international environment.

Second phase is professionalization and self-sustainable economic model which will make CCI cluster operational, profitable without governmental support in a long run. Due to several main goals which cluster will follow, for each segment different canvas business model will be made. For the purpose of this business plan, general canvas business model is developed, for easier overview.

Canvas Business model of CCI cluster:

Key Partners

SMEs and Big companies

Government (ministry for culture, ministry for economics etc.)

Innovation support environment (incubators, technological parks)

Politics (different departments of government with public-private partnerships)

Science with research departments

Universities and colleges with students and research departments

Media companies

		<p>Key Activities</p> <p>Cross-cooperation between all stakeholders, specially development of new products and services</p> <p>Supporting in education and mentorships</p> <p>Networking on national and global scale</p> <p>Research and development with analyzes for all cluster members</p> <p>Digital platform CzK with offer from CCI cluster members</p> <p>Taking care for marketing and PR among all stakeholders</p> <p>Key resources</p> <p>Physical locations, offices</p> <p>Supporting employee inside of CCI cluster and employees in members organizations</p> <p>History and experiences of the cluster members</p> <p>Network of cluster members on global scale</p> <p>Technological know-how</p> <p>Value Proposition</p> <p>Cultural and creative industries center with high added value in real life sector, combining culture with entrepreneurship, economy, science and other sectors</p> <p>National network and know-how entry point for new ideas and creativity</p> <p>National supporting infrastructure for creative individuals for realization of their ideas</p> <p>Promotor of Slovenian creativity on global scale</p> <p>Customer relationship</p>
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		<p>Regular visits and meetings among cluster members which is going to be big task due to number of members and different type of stakeholders included in CCI cluster</p> <p>Channels</p> <p>Offline</p> <p>Print media, newspapers, billboards, TV, radio etc.</p> <p>Conferences, round tables, lectures, etc.</p> <p>Online</p> <p>Digital platform of the CCI cluster, including web shop, members, program etc.</p> <p>National associations for creativity and culture, ministries, members web pages</p> <p>Digital social media platforms of the cluster</p> <p>Customer segment</p> <p>Community of creativeness:</p> <ul style="list-style-type: none"> • Designers • Architects • Artists • Creative free-lancers • Cultural SMEs • Associations, organizations <p>Economy and entrepreneurship:</p> <ul style="list-style-type: none"> • Traditional SMEs • Big companies • Members of KCDM, SIO, TOP, SRIP
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	<ul style="list-style-type: none"> • PODIM event <p>Other sectors:</p> <ul style="list-style-type: none"> • Tourist organizations • Science • Faculties • Research and development organizations <p>International and local:</p> <ul style="list-style-type: none"> • International organizations and companies • Ministries of other countries • Representatives of foreign companies and associations • Municipalities in Slovenia and abroad <p>Media and broader public:</p> <ul style="list-style-type: none"> • Media publishers in Slovenia and abroad <p>Cost structure</p> <p>Employees for running the cluster organization and all projects surrounding them</p> <p>Offices and office equipment for employees in Ljubljana</p> <p>Mobile creative labs all around Slovenia</p> <p>Showroom and fix creative lab in Ljubljana and Maribor</p> <p>Legal fees for all legal questions and support</p> <p>Marketing and advertising of cluster among customer and broader public for recognition</p> <p>Digital platform and online support on all channels</p> <p>Revenue streams</p>
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	<p>Ministry for culture and MAO center Revenues from selling CCI cluster services and products on the platform to the market Governmental funds and EU funds Membership fees Shareholdings and options in start-ups</p> <p>6. Brand strategy</p> <p>Brand CzK (center for creativity) is established in Slovenia for representing CCI cluster. Since it is having activities all around Slovenia, CzK platform is already getting recognized slowly among members and broader population.</p> <p>Brand strategy for CCI cluster, creative platform, is focused on broader population of whole Slovenia (to awake as much as possible potential in individuals all around Slovenia) and additionally to the partners globally. To become main association for creativity, culture, technology and entrepreneurship in Slovenia. All marketing activities are support to the strategy and mission of the cluster.</p> <p>Through the mission and partners, the aim of brand strategy is to make it closer to all members. That CzK will not become competition to individual organizations, but that is umbrella brand supporting organization for each and every organization or individual in Slovenia to grow and thrive, locally and globally. Brand will support members in their reputation and credibility when selling their products to final customers or companies.</p>
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		For SMEs this is help in international environment, to prove to organizations, that they are members of CCI cluster in Slovenia and thou quality member – higher trust level.
4. TACTICS <i>Identification of the tactics of the business plan</i>	<i>1. Offline marketing activities</i> <i>2. Multichannel experience</i> <i>Online</i> <i>Website/App</i> <i>Etc.</i> <i>3. Content Marketing</i>	1. Offline marketing activities CCI cluster has many customer segments and fields of operations. So, big mix of offline marketing activities are planned: <ul style="list-style-type: none"> • Conferences • Workshops • Presentations all around Slovenia • Info point with 1on1 meetings • Lectures on different topics, culture-art-business • Mentorships and consulting • Skillshare • Business-creative dialogs • Events of partners of CCI cluster • Networking events • Trade fairs abroad and showrooms • PR articles in newspapers • Advertising in offline media • Press release • Hosting foreign journalists • Publishing articles and books

		<p>2. Multichannel experience</p> <p>CzK platform of CCI cluster is well connected and active in practical all digital aspects. Platform is meeting point for all members and customers and online marketing activities. There is official website www.czk.si with all goals included inside. Additional social media channels are activated, such as Facebook, Instagram, Flickr, Youtube.</p> <p>Through CzK platform members and active participants, emailing is activated for news. Combination is made also with other partner networks, such as MAO, Poligon, Zavod BIG, Motovila, SICIG, Beletrina, ALUO, NTF etc. This way, big massive in target audience can be reached with one single news or article.</p> <p>For support and to activate stakeholders through digital channels, e-learning class will be established, where lectures and videos will be reachable.</p> <p>3. Content Marketing</p> <p>Due to size of the CCI cluster and number of members, CzK platform is designed and modulated in a way to support each and every stakeholder. Every news, press release, article, tender calls, invitations etc. will be published in accordance to public for which it will be assigned.</p>
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		<p>Combination of offline and online medias will be used and always in content manner. Marketing mix will have maximum impact, when proper content marketing will be activated and fully embraced in every marketing activity of CzK platform. Focus will be on digital marketing because of technology, target audience which is online, cost/benefit ratio etc.</p> <p>To reach the effect, content will have to be valuable, relevant and consistent for every stakeholder. And for this, audience was clearly defined in customer segment phase. The aim of CCI cluster it is in a long run to reach active members and customers that will add value on the market and to other CCI cluster members.</p> <p>Members of the CzK platform are from all branches and industries needed. Know-how is reachable to be used in a way that content will be fitted to target audience.</p>
5. ACTION <i>What, who and when?</i> <i>Needed resources</i>	<i>1.- Events calendar</i> <i>2.- Content calendar.</i> <i>3. SEO</i> <i>4. Advertising</i> <i>5. Public relations (offline)</i> <i>6. Social networks and online public relations.</i> <i>7. Direct marketing</i> <i>8. Needed resources.</i>	<p>1. Events calendar</p> <p>Due to number of planned events and CzK platform activities, digital media will be used for informing population. That is CzK web platform, emailing, members' network, and social media platforms.</p> <p>Every event will be published on CzK platform and on responsible social channel and partner. It will be regular monitored and updated as one of necessary activity of the employees inside CzK platform.</p> <p>Event calendar must be up-to-date, because all CCI cluster stakeholders will come to CzK platform for information.</p>

		<p>2. Content calendar</p> <p>Content calendar will be combined with event calendar and target partner at individual news, press release.</p> <p>3. SEO</p> <p>General SEO rules will be included in online activities. This will take overview on how will be user experience on CzK platform and how to improve it. Optimization of keywords and CCI cluster goals and mission. Being in details regarding naming files published online, different pdf-s, pictures etc. Optimize YouTube videos that are inclusive into CzK platform and cross linked. Connecting CzK platform with partners' webpages. Installment of analytical tools for tracking results and visitors on CzK platform and other social media channels.</p> <p>But additional special support will not be included in first phase from outsourcing companies, because CzK platform will go under massive marketing operations and partner networks. All tenders, news, events etc. will be published on CzK platform. So, every stakeholder will have tendency to advertise CzK platform for his customers and visitors. As a umbrella brand, CzK platform does not need such strong selling points as members do on their own web pages.</p>
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		<p>4. Advertising</p> <p>Advertising will be done on digital media platforms, through partner networks and broader social medias. Due to partner followers, synergy affect will arise in respective advertising manner.</p> <p>5. Public relations (offline)</p> <p>Public relations will be managed through series of events which will be organized for different stakeholders of CCI cluster. This include press release, conferences, lectures, round tables, education, mentorships, showrooms, shops etc. General audience will be entrepreneurs, culture workers, designers, artists and other individual inside customers segment. The organizations are already members of CCI cluster and CzK platform. So the aim is to bring awareness to broader population and make them active participants for the CzK platform and its members.</p> <p>6. Social networks and online public relations</p> <p>CCI cluster is modern cluster, full of creativity and new technologies. Its target group are tech aware and digital adopted organizations and individuals. Because of this, major social media channels are implemented in communication with stakeholders. This include:</p> <ul style="list-style-type: none"> • News and information on CzK platform, web page • Emailing to CzK platform members and partner organizations email lists • Facebook page of CzK platform
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- Instagram page of CzK platform
- Youtube video about and from CzK platform
- Flickr profile

Based on wide social media channels, individual news and info will be distributed according to target audience on individual media. Since majority of CCI cluster has also social networks, synergy affect with multiplication will arise, because they too will share the news/info.

Through social media channels there will be also growing brand awareness. And consequently, the commitment of the CzK platform members will grow, when they will see that common platform – CzK – is operational, functional and has positive results on their own mission.

7. Direct marketing

Due to number of members in CCI cluster and presence on CzK platform, there will be many direct marketing activities, where members will be able to have personal meetings, talks and debates. The mission of CCI cluster is to directly invite new members and stakeholders to join CzK platform for pro-active cooperation. This way, mutual energy and interests will be shared and new ideas spread. Direct marketing will be done on CzK platform events (lectures, showrooms, conferences, workshops, seminars etc.) as also on other members and partners events, as in Slovenia as abroad (trade fairs, conferences, round tables, workshops, seminars etc.). For this reason there is all the time going on the process of collecting data of new members, participants, mentors and other stakeholders which get in contact with CzK platform.

		<p>8. Needed resources</p> <p>For running CzK platform and CCI cluster as a whole, many different resources are needed. Since it is project covering all stakeholders of Slovenia in the field of culture, creativity and entrepreneurship, larger acquisition of resources is needed. For mission of CzK platform to be realized, there is needed:</p> <ul style="list-style-type: none"> • Larger number of employees (project manager, social media expert, marketing expert, business developer, designer, programmer, event manager, finance, etc.) • Social media advertising budget • Contractors for CzK web platform and digital support • Offices, showrooms, info points • Office equipment for all employees (tables, chairs, computers, phones, etc.) • Other operating costs, for events, promotions, showrooms etc.
<p>6. CONTROL Defining KPI and controlling schedule</p>	<p>1. Strategic KPI 2. Offline KPI 3. Online KPI</p>	<p>CCI cluster has defined several KPIs which will follow and track. This way the development of the CzK platform as national platform for all stakeholders in field of creativity, culture and entrepreneurship will be confirmed. KPIs are going to be measured on regular time base.</p> <p>Indicators are mainly made from quantity factors:</p> <ul style="list-style-type: none"> • Number of individual visitors and organizations of individual event (lectures, conferences, round tables, showrooms etc.) • Number of events organized by CzK platform

	<ul style="list-style-type: none"> • Number of views of individual post on social channels, Facebook, Flickr, Instagram etc. • Number of visitors on CzK web platform • Number of registered visitors of CzK platform • Number of creatives on CzK platform • Number of mentors on CzK platform • Number of partners of CzK platform • Number of press releases about CzK platform • Number of foreign partners • Number of trips and presence on foreign conferences, roundtables etc. • Number of companies, start-ups which are supported by CzK platform <p>1. Strategic KPI</p> <p>In strategic KPIs, focus is on pillars for future development of CzK platform. These are crucial criteria for long term success of CCI cluster and its CzK platform. The goals for 2019-20 are:</p> <ul style="list-style-type: none"> • Registered 100 creatives on CzK platform • Registered 50 mentors on CzK platform • 15 strategic partners of CzK platform • 100 events organized by CzK platform in different form • 10 foreign partners • 10 presence on foreign conferences, roundtables etc. • 15 companies, start-ups which are supported by CzK platform
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		<p>2. Offline KPI</p> <p>Offline KPIs are indicating online marketing activities and cluster partners support. In these KPIs main focus is on getting tracking and supporters for activities of CzK platform. The goals are:</p> <ul style="list-style-type: none"> • 10.000 individual visitors of CzK platform events • 100 organization/companies visitors of CzK platform events • 300 offline press releases about CzK platform <p>3. Online KPI</p> <p>Online Indicators are for CCI cluster and CzK platform very important because it is strong digital platform and it is crucial in modern world to be active on digital level. Through digital medias CzK platform can reach bigger number of stakeholders as on national as also global scale. Online KPIs are also easier to track and measure. The goals are:</p> <ul style="list-style-type: none"> • Number of views of individual post on social channels, Facebook, Flickr, Instagram etc. • 50.000 visitors on CzK web platform • 500 registered users of CzK platform • 1.000 unique visitors per month of CzK platform • 1.000 registered users on emailing news list of CzK platform • 1.000 Instagram followers
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		<ul style="list-style-type: none"> • 10.000 Facebook users in post reach • 5.000 Facebook followers
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5. ACTION PLAN DETAILS					
NR	ACTIVITY	RESULT	RESPONSIBLE	DATE	RESOURCES NEEDED/COST
	<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>	<i>Identify the main resources to achieve the development of the activity and the related cost</i>
	A1: Raising awareness on the importance of CCI ecosystem	<ul style="list-style-type: none"> • Increased awareness on the importance of the CzK platform and its impact on employment, GDP and the economy • Promote the CCI cluster positioning and strengthening • A better understanding of the importance and contribution of CCI cluster as a lever of growth among 	<i>MAO; assistance of Poligon, Ministries, TPLJ</i>	From Nov 2017 to Nov 2019	Internal and external experts

		<p>stakeholders, decision-makers, partners and the public</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of newly established CCI cluster companies <p>Number of events focused on CzK platform</p>			
	A2: Communication and public relationship	<ul style="list-style-type: none"> Developed communication and promotional strategy Established database of media, local communities, state institutions Designing and forwarding CzK platform press releases Established channels for the systematic and regular promotion of Slovenian creativity, design and art thinking processes. Presentation of results and promotion of the CCI cluster Support for established creators and new actors from the field of CCI Direct communication with users, collected feedback <p>Indicators</p> <ul style="list-style-type: none"> Increase the number of CzK platform posts in the media Increased number of visitors to the CzK platform Increased visits to events and exhibitions for various target public 	<i>MAO; with assistance of TPLJ, BSO ecosystem, Ministries</i>	From Nov 2017 to Nov 2019	Internal and external experts

		Increased quantity and better access to CzK platform information			
	Support services and tools for CCI cluster				
	A3: Identification of interested stakeholders, organizations, companies, groups, creators	<ul style="list-style-type: none"> List of companies, organizations, public institutions of creative groups and creators Indicators 1 database of at least 70 companies and expressions of interests	<i>MAO; With assistance of TPLJ and stakeholders</i>	From Nov 2017 to Nov 2018	Internal human resources
	A4: Creating support for an innovation ecosystem in the field of CCI	<ul style="list-style-type: none"> The agreed-upon support tools CCI sector Identified measures to better manage, and develop support organizations Strengthening the capacities of existing CCI centers and other BSOs A strengthened network between creative centers and BSOs Empowerment of support organizations Indicators Number of meetings and MOAs signed	<i>TPLJ; With assistance of MAO</i>	From Nov 2017 to Nov 2019	Internal and external experts
	A5: Connecting with other sectors and businesses	<ul style="list-style-type: none"> Inclusion of the CCI sector in the entrepreneurial ecosystem of Slovenia Increasing the synergistic effects between CCI, SRIP-i and the CzK (Center of Creativity) 	<i>TPLJ; with assistance of MAO</i>	From Nov 2017 to Nov 2019	Internal and external experts

		<ul style="list-style-type: none"> Opening of processes – introducing not just design thinking but art thinking and disruptive processes into SMEs through pilot innovative actions. <p>Indicators: Number of focused events and meetings</p>			
	A6: Linking stakeholders to establish a CCI cluster	<ul style="list-style-type: none"> An agreement on the participation of stakeholders in the promotion of CCI cluster Intention of establishing the CCI cluster Organization of common events and projects Meetings of stakeholder Representation of CCI interests Relation with relative's projects in the EU <p>Indicators</p> <ul style="list-style-type: none"> 1 signed agreement Number of events <p>Number of established connections</p>	<i>TPLJ; With assistance of MAO and Ministries</i>	From Nov 2017 to Nov 2019	External experts
	A7: Establishment of the CCI cluster	<ul style="list-style-type: none"> Organization of 1st cluster conference Creating working groups for long-term stakeholder participation <p>Indicators</p> <ul style="list-style-type: none"> 1 conference with 150 participants 2 working groups established and action plans presented. 	<i>TPLJ; With assistance of MAO</i>	From March 2018 to Nov 2018	Internal human resources
	A8: Encouraging entrepreneurship in the CCI cluster	<ul style="list-style-type: none"> Established support mechanisms for promoting entrepreneurship within the cultural and creative sector 	<i>MAO; with assistance of TPLJ</i>	From Nov 2017 to Nov 2019	Internal and external experts

		<ul style="list-style-type: none"> • Pilot projects (living labs) • Support to pilot projects and the development of new products and services, and their evaluation • Promoting the use of new skills and the revival of traditional crafts in connection with new technologies • Introduction of new efficient and innovative business models • Promoting CCI business with cross promotion and cross-fertilization • Link CCI creators with startups <p>Indicators</p> <ul style="list-style-type: none"> • Increasing employment through supported projects • Significant revenue growth in the CCI sector • Greater product and service development in interdisciplinary groups • Increasing innovation with an emphasis on design • Developed new business models • Increased use of industrial design • Increased number of new brands • Increase in the index of entrepreneurial activity (TEA index). • Smart and sustainable growth: promoting a more competitive and creative and green economy, focusing on the challenges of digitization 			
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		<ul style="list-style-type: none"> Promoting re-use processes, using recycled materials 			
	A9: Connecting creative creators and companies	<ul style="list-style-type: none"> Pilot partnerships established Increased productivity of businesses Greater development orientation and recognition of the importance of design for the success of Slovenian companies and their brands Defining the CCI's strategic role in the process of product design and business strategies in companies Increasing cooperation and contracts between creative creators and companies Improving innovation capacity Expected positive effects in terms of equal opportunities and perspectives of gender equality <p>Indicators</p> <ul style="list-style-type: none"> Number of pilot partnerships Number of art thinking pilots Number of processes opened 	<i>TPLJ</i> <i>MAO</i> and	From Nov 2017 to Nov 2019	Internal and external experts
	A10: Support for networking and partnership	<ul style="list-style-type: none"> Informing about the possibilities of partnership and networking of creative potentials Promotion of the Slovenian CCI ecosystem in the domestic and international market Established CCI sector value chain Establishment of public-private partnerships <p>Indicators</p>	<i>TPLJ</i>	From Nov 2017 to Nov 2019	Internal and external experts

		<ul style="list-style-type: none"> • A larger number of project and partnerships have been established • Greater presence of companies on international markets • Relation with relative's projects in the EU 			
	A11: Establish an online promotional and sales platform	<ul style="list-style-type: none"> • Web presentations of products and services offered by CCI cluster • Use and promotion of technologies (new VR / AR), ... • Enabled online store support for the sale of CCI products • Accessible information about creators and companies that need collaboration • Information on new jobs/ needs • Publication of news, articles and examples of good practices in the field of CCI • Collected events from CCI area • Publication of information on tenders and funding possibilities for the CCI • Promotion of products, services and other activities of the CCI sector on social networks <p>Indicators</p> <ul style="list-style-type: none"> • Increased sales of CCI products and services • Increased number of cooperation agreements and new CCI jobs 	MAO	From Nov 2017 to Nov 2019	Internal and external experts, IT/VR/AR - technologies

		<ul style="list-style-type: none"> • Increase in the number of partner projects • More applications for common projects <p>Digitizing business and increasing the flow of information</p>			
	A12: Support for the innovative forms of new economy	<ul style="list-style-type: none"> • An open space for the development of new economic models • Develop of mechanisms that enable the operation of companies in the field of new economies <p>Indicators</p> <ul style="list-style-type: none"> • Number of tools developed 	<i>TPLJ; with assistance of MAO and Cene Štupar</i>	From January 2018 to Nov 2019	Internal and external experts
	A13: Raising awareness of the importance of internationalization and international cooperation	<ul style="list-style-type: none"> • Raising awareness of the importance of CCI for a more complex development of an enterprise or product and its penetration into the international market, • International promotion of domestic CCI projects and their results <p>Indicators</p> <ul style="list-style-type: none"> • Number of events • Number of initiatives supported 	<i>TPLJ</i>	From January 2018 to Nov 2019	Internal and external experts
	A14: Support to the process of internationalization	<ul style="list-style-type: none"> • Preparation of guides for international cooperation in the field of CCI • Pilot plans and activities designed to promote internationalization • Legal advice in the field of copyright • The introduction of creative economic delegations • Established database of international partners 	<i>TPLJ and MAO</i>	From January 2018 to Nov 2019	Internal and external experts

		Indicators <ul style="list-style-type: none"> • Number of events • Number of initiatives supported 			
	A15: Workshops and consulting services to support internationalization	<ul style="list-style-type: none"> • A system of trainings: training and mentoring in the field of international cooperation has been established • Transfer of knowledge and technologies, and examples of good practices between Slovenia and EU countries Indicators Number of events attended	<i>TPLJ</i> <i>MAO</i> and	From January 2018 to Nov 2019	Internal and external experts
	A16: Creating financial incentives and mechanisms	<ul style="list-style-type: none"> • Formed (pilot) financial incentives and subsidies for: <ul style="list-style-type: none"> ○ appearance on the foreign market ○ growth and development of CCI cluster ○ specific competencies ○ verification of ideas ○ licensing and protection of intellectual property ○ disruptive innovations and cooperation 	<i>TPLJ</i> <i>MAO</i> and	From Nov 2017 to Nov 2019	Internal and external experts
	A17: Defining strategies, vision and CCI strategic documents	<ul style="list-style-type: none"> • Co-design of national policies and policies to promote the CCI • Creation of transitional documents, policy frameworks and national operational plans • Ensuring synergy with EU programs. • Align and increase the role of CCI in S4 • Established strategic integration between different sectors, 	<i>TPLJ</i> <i>MAO</i> and	From March 2018 to Nov 2019	Internal and external experts

		<ul style="list-style-type: none"> • Exchange of knowledge and examples of good practices • Linking companies, research institutions, public authorities and civil society • Awareness of decision makers on the importance of CCI cluster • Adaptation of regional and local policies with modern guidelines and innovation strategies of the CCI area <p>Indicators</p> <ul style="list-style-type: none"> • Number of proposed strategies 			
	A18: Making analyses and studies	<ul style="list-style-type: none"> • Analysed the situation and trends of individual CCI sectors • Comparative analysis of front runners and good practices and policies abroad • Analysis of the effectiveness of CCI ecosystems • Administrative and professional support to the Strategic Design Council and expert commissions • Consulting and support in the field of service innovation, and monitoring of pilot projects <p>Indicators</p> <p>Number of proposals</p>	MAO	From Nov 2017 to Nov 2018	Internal and external experts
	A19: Promotion and introduction of the principle of "design thinking"	<ul style="list-style-type: none"> • Greater awareness of the importance of designing processes • Design thinking is a tool for team building, problem solving, development, prototyping, and market testing 	TPLJ MAO and	From Nov 2017 to Nov 2019	Internal and external experts

		<ul style="list-style-type: none"> Introduction of design management into corporate governance <p>Indicators</p> <p>Number of awareness raising events</p>			
	A20: Developing training programs and training of stakeholders in the field of CCI	<ul style="list-style-type: none"> Prepared analysis of talent needs and the most needed education programs Prepared content sections of the training program to support the CCI sector: <ul style="list-style-type: none"> Promoting creativity and creativity Innovation and new sales models Marketing Governance Networking Access to financial resources A list of programs for acquiring specific skills is created <p>Indicators</p> <ul style="list-style-type: none"> Increasing creativity and interdisciplinary Greater excellence in innovation and the competitiveness of the cultural and creative sector by promoting the work of artists, creators and cultural workers A higher percentage of talent returning back 	<i>TPLJ</i> <i>MAO</i> and	From Nov 2017 to Nov 2019	Internal and external experts
	A21: Establishment of a system of mentors and trainers	<ul style="list-style-type: none"> Trained lecturers and trainers to conduct workshops and seminars on the management of CCI processes and projects. Trained mentors 	<i>MAO</i>	From January 2018 to Nov 2019	Internal and external experts

		Indicators Number of included national and transnational mentors			
	A22: Connecting schools with businesses and industry	<ul style="list-style-type: none"> • Developing entrepreneurial competencies, skills and knowledge with innovative products and services. • Develop internal education programs • Establishing new jobs and involving young people v in work and creative processes. • Gaining practical experience through education Indicators Number of involved institutions	<i>MAO; with assistance of Educational partners</i>	From January 2018 to Nov 2019	Internal and external experts

FINANCING PLAN	<i>Comment or describe how the planned activities will be funded. What are the main sources of funding?</i>	<p>First phase of operations of CCI cluster and CzK platform is 100% financed by the government in size of 10.9 million €. In this phase, the CzK platform must become operational and program of activities must run smoothly.</p> <p>In second phase, when CzK platform is already operational with pro-active community included, goal is to open new funding resources. These are membership fees, entrance fees, sponsorships and donations, EU funds, revenue from sales of products and services of CzK platform, options from start-ups etc. Although the CCI cluster is non-for-profit organized, it is still searching finance inputs which will help the CzK platform to spread globally and become more influential. This way the members of CzK platform will gain more from the platform and they will even easier support it further on.</p>
THE LINK BETWEEN ACTION PLAN AND RIS3	<i>Please explain the coherence of this action plan with the Regional Smart Specialization Strategy</i>	<p>The clusters' mission and vision as well as the underlying activities are in full compliance with RIS3 objectives regarding the CCI sector and its development.</p> <p>In the strategy of smart specialization S4, the cultural and creative sector, recognized as industry, is a competitive advantage for the economy as it develops faster than other parts of the national economy. And a sector in which there are many untapped opportunities.</p> <p>The S4 strategy of creative and cultural activities also mentions under the special measures in the field of tourism and strengthening development competence, innovation potentials and the development of human resources, within the knowledge and competencies of employees.</p>

		<p>In line with the Strategy of Smart Specialization of Slovenia (S4), sub-measure 4.3.2. The growth and development of SMEs, where the CzK platform - are recorded as part of the planned infrastructure. However, the CzK platform in conjunction with the cluster will not only be an infrastructure but a comprehensive ecosystem to foster collaboration between the CCS and the economy.</p> <p>According to S4 methodology, the purpose of creative and cultural centers is the horizontal operation through which connection of the economy, creativity and culture happened. The expected results are an increase in the number of creative products and services, a better transfer of knowledge, productivity growth, and the revenues of companies operating in the CCI cluster.</p> <p>In the area of the CCI sector, there is strive for the long-term synergic participation of all relevant stakeholders - SRIPs, the CCI Cluster and CzK platform.</p> <p>By integrating a comprehensive CCI ecosystem into an already developed enterprise ecosystem that fosters not only cooperation between the CCI cluster and the companies, but also raises awareness of the importance of the CCI cluster and explores the possibilities of cooperation at the new level, there will be also encouragement of new disruptive innovations and the creation of new industries.</p>
ANY OTHER REMARKS	<i>Please explain any other details that could be important for the business plan</i>	