Project co-financed by the European Regional Development Fund

# 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: PP07 - Region of Sterea Ellada

Status: final

Distribution: public

Date: 25/07/2019

INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

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**CLUSTER BUSINESS PLAN STRUCTURE (SOSTAC)**

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| **1. SITUATION*Identification the general situation before planning the Business Plan*** | 1. *Customer/member insight*<br>2. *Territorial insight*<br>3. *Product/services analysis*<br>4. *PEST*<br>5. *Market/sector trends*<br>6. *Competitors analysis/Benchmarking*<br>7. *SWOT*<br>8. *Conclusions* | ***<u>Customer/member and Territorial insight</u>***<br>***<u>Product/services analysis</u>***<br>*Based on recent national/regional findings, the Region of Central Greece accounts for 2,3% of the CCI employees in Greece (2.460 employees), with 1.112 companies producing 1,3% (26,56 million€) of Gross Value Added (GVA) of CCI in Greece (2014).*<br>*In addition, the share of CCI in the GDP of Central Greece amounts to 0,4%, while at the same time it employs 1,4% of employees in the Region.*<br>*Concerning cultural and creative production in the Region, in terms of Gross Value Added, arts-entertainment-museums-libraries (36%), printing-construction-crafts (19%) and architecture (17%) are the largest percentages, while in terms of CCI employment, architecture (28%), libraries and museums (25%) and retail trade in cultural goods (14%), retain the majority of CCI employees.*<br>*The economic crisis has brought significant changes in the CCI in the Region of Central Greece. Total Gross Value Added of CCI in the region decreased by 55% (or 31, 96 million€) for the period 2008-2014, which is in line with the corresponding decrease in the rest of Greece. The largest percentage decline in GVA terms for the period 2008-2014 presented in the computer programming sector by 89%, the architecture industry by 84%, the advertising industry by 76% and the audiovisual industry by 70%. During the same period, only the retail sector of cultural goods increased by 92%. The total GVA of CCIs of Central Greece is continuously decreasing year by year,* |

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| | | *from 2008 to 2014. During the period 2013-2014, the total GVA of CCIsin the Region declined by 9% (2,6 million€). The sectors that show a positive percentage change in the period 2013-2014 are retail trade of cultural goods by 105% and printing-construction-crafts by 11%, while the sectors that show the largest percentage decline in GDP are IT (computer programming) by 94%, architecture by 80% and TV-radio and communication by 30%.*<br>*In terms of CCI employment in Central Greece, there is a 24% (or 760 employees) percentage decrease in employment between 2008 and 2014, with a decrease of 17% (or 512 employees )referring to the period from 2013 to 2014. The largest percentage decline for 2008-2014 occurred in the audiovisual sector by 62% (or 86 fewer employees), in the publishing sector by 55% (or 141 fewer employees) and in the library and museums sector by 47% (or 530 fewer employees). In contrast, the sectors that experienced an increase in 2008-2014 are arts and entertainment with 373% (or 137 employees) and the retail trade of cultural goods by 65% (or 137 employees). In 2013-2014, the only sector that is growing is retail trade by 30%, while all other sectors are experiencing a decline in terms of employment.*<br>*In addition, the Region of Central Greece retains 1,47% of the cultural entities registered in the Registry of Cultural Organizations of the Greek Ministry of Culture and Sports 's (18 entities), 3.66% of the festivals held in Greece (22 festivals), while hosting 10 cinemas, 21 public and private libraries, 20 museums, 56 archaeological sites and 127 monuments.*<br><br>***<u>Pest analysis</u>***<br>*Political factors:* |

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| | | *In general terms, Greece follows a hybrid cultural policy model. The government always had an interventionist role in establishing policy priorities for culture, especially in the field of cultural heritage. Greek cultural policy, based on the integration and synergy between cultural heritage and cultural action, and the state and local government, is gradually replaced by a shift towards accountability and financial exploitation of cultural goods using private sector criteria.*<br>*The following pieces of legislation regarding culture should be noted:*<br><br>• *Presidential Decree no. 191/2003, Organization of the Ministry of Culture.*<br>• *Law no. 2121/1993, Copyright, Related Rights and Cultural Matters.*<br>• *Law no. 2557/1997, Institutions, Measures and Actions for Cultural Development.*<br>• *Law no. 3028/2002, For the Protection of Antiquities and Cultural Heritage in General.*<br>• *Presidential Decree no. 2520/2006, Ratification of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions.*<br>• *Presidential Decree no. 3521/2006, Ratification of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage.*<br>• *Presidential Decree no. 3525/2007, On Cultural Sponsorship.*<br><br>*Regarding the legislation currently in force of Cultural and Creative Industries, there is no single comprehensive law for the culture industries as a* |

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| | | *whole, as they are not really considered to be a cohesive field of activity.*<br><br>*Economical factors:*<br>*Sterea Ellada, where 5.1% of the country's population is concentrated (2015), is a manufacturing hotspot, 5th out of the 13 Greek regions in terms of export current prices (2012). In 2014, the region accounted for 4.64% of the country's GDP, while in terms of GDP per capita, was positioned 6th among the 13 Greek regions and below the EU28 average (61%).*<br>*The Region is very rich in mineral resources and has a developed agricultural sector, a relatively developed tourism infrastructure and a growing services sector. However, the region is characterized by geographical and economic heterogeneity, with urban areas being more developed than the rural and mountainous zones.*<br>*Within the services sector the most dynamic segments are real estate, renting and business activities, public services, transport services, trade and the growing tourism and financial services sectors.*<br>*Around the area of Viotia, are located some of the largest production units of the country, such as the manufacture of electrical machinery and apparatus, manufacture of basic metals, manufacture of other non-metallic mineral products, manufacture of rubber and plastic products and manufacture of wood and of products of wood.*<br>*During 2000-2008, the period of considerable growth, no significant restructuring effects took place in the region, limiting the ability of the regional economy to absorb the present economic shock that hit particularly trade and services, but also the strong manufacturing base of the region.* |

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| | | *Reduced demand, increased taxation and costs of production have led many manufacturing firms to exhibit losses for at least six consecutive years. Finally, regarding the unemployment rate in 2014 increased to 26.8%, marginally above the national average (26.5%) and significantly higher compared to the 2008 level (8.5%).*<br><br>*Social factors:*<br>*The financial crisis, which in Greece essentially began in 2009, had a strong impact on economic and social sectors. From 2008 up to 2014, added value decreased by 55.1%, the number of employees was reduced by 29.5% and enterprises decreased by 27.9%.During the same period, an enormous upsurge in the number of enterprises has been observed in EU-28 (36.5%), which triggered an upsurge of added value (28.6%) and ales intense increase in the other variables (in sales by 11.5% and in employees by 9.2%).*<br><br>*Technological factors:*<br>*The Region of Sterea Ellada retains infrastructure and human resources to serve as a model for the operation of a Digital Region and has achieved satisfactory ICT performance.*<br>*According to a survey by the Observatory for Digital Greece, entitled "Internet Users Identity in Greece" (March 2010), Central Greece ranks ninth in terms of PC usage (36.2%) and ninth on internet usage rate (36.5%). However, it is encouraging that the change in Internet usage in the period 2005-2008 is* |

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| | | *128% for the Region. At household level, the percentage of home internet connection for the Region is 32.1% (7th among the country's regions).<br>In the Region of Sterea Ellada, the ability to use publicly available public services has been well utilized. According to a survey by the Observatory for Digital Greece, entitled "Survey on the Development and Penetration of Citizens and Business Digital Services" (September 2012), the Region has the first highest penetration with 61.7% in eGovernment services offered by public services to citizens and businesses.<br>Moreover, according to the available Eurostat figures, Sterea Ellada has a marginal share in the country's gross expenditure on research & development (GERD), 2.5% (€42.41m) in 2015, due to the very low contribution of higher education institutions (HEI) and government laboratories. The figure corresponds to 0.55% of the regional gross domestic product (GDP), below both the national (0.97%) and the EU28 averages (2.04%) (Eurostat, 2018).<br>Despite that, the region, which is the basis of a strong manufacturing sector, is ranked second in terms of business sector expenditure on R&D (BERD) as a percentage of GDP (0.35%), after Attiki (0.54%), while it scores above the national figure (0.31%). Due to low HEI capacity (there is only the Technological Educational Institute of Sterea Ellada), the higher education expenditures on R&D (HERD) share to GERD is the lowest in the country, amounting to only 15.6% while government expenditure on R&D (GOVERD) amounts to 19.7% (Eurostat, 2018).<br>Despite the relatively high levels of business R&D, research activities are concentrated in a small number of medium and large enterprises with their headquarters hosted in the neighboring region of Attiki. The vast majority of* |

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| | | *the companies, which are SME, are non-innovators and depended on off-the-shelf technologies developed by companies out of the region or the country.*<br>*As has been already mentioned, the region has one Technological Educational Institute (TEI Sterea Ellada), whose main premises are in Lamia, whereas different departments are also in Amfissa, Thebes, Karpenisi and Chalkida.*<br>*Also according to the Eurostat, in 2017 35.9% of Sterea Ellada's population aged 30-34 had tertiary education, a figure that stands below the national (43.7%) and EU28 (39.9%) averages, although it has been steadily increasing over time (e.g., from 19% in 2011). In 2017, the region contains 3.7% (81.5 thousand) of the human Resources in Science and Technology (HRST) in Greece (Eurostat, 2018).*<br>*According to Enterprise Greece (2016), total research staff working in enterprises amounts to 514 employees, accounting for 45.9% of the research potential of the region, a figure which is about three times greater than the national average. The remainder is distributed between higher education (22.5%) and research centers in the Region (30.9%), while the corresponding national rate is 65% for university and 18.8% for research centers. The significant difference observed in favor of business is mainly due to the concentration of large production units with research activity in the region, a fact which is considered a strong point and actually promising for research capability of the region as a whole.*<br>*The region of Sterea Ellada has also one of the 10 academies of merchant shipping in Greece, the Merchant Marine Academy of Kimi (Kimi A.E.N.), two Agricultural Research Stations of the National Agricultural Research* |

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| | | *Foundation are also in the Prefectures of Viotia and Fthiotida, and finally, the region hosts in Thebes a department of the Company for Industrial Research, Technological Development and Laboratory Testing, Certification and Quality (EVETAM).*<br><br>***<u>Market/sector trends/Competitors analysis/Benchmarking</u>***<br>*The cultural and creative sector constitutes a fundamental pillar of the Greek economy, compared to other selected sectors for the year 2014.The overall outlook of the cultural and creative industries in Greece shows that despite the enormous downfall they have experienced since 2008, in 2014 they record signs of recovery for the first time after six years. It should be noted that the adverse change (2008-2014) in most figures was much more intense than the recession in the Greek economy as a whole. That is to say, CCIs were affected by the recession more intensely than the Greek economy. On the other hand, it appears that for some CCIs growth also seems (at least for 2014) to increase intensely. Interim data of the annual turnover indicator for 2015 and the first half of 2016 show that the aforementioned upward trend will continue in the sectors of software publishing, specialized design, architecture, and libraries-museums. A stabilizing trend is expected for the sectors of advertising, printing-manufacturing-handicrafts, arts and Audiovisual, while it appears that publishing and radio and TV enter another downturn of low intensity.*<br>*The sectors contributing the most to added value are publishing (€371 mn), software publishing and computer programming (€297 mn), the audiovisual sector (€208 mn)and the television, radio, and communication sector (€203* |

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| | | *mn).*<br>*The sectors of software and specialized design appear to have withstood the economic crisis, while in 2013/14 they increased their added value by16.8%and 27.9%respectively. Other sectors that showed significant increase in added value in the period 2013/14 include the audiovisual (54.8%), libraries and museums (16.8%) and television, radio, and communication (15.7%) sectors.*<br>*The advertising and audiovisual, radio and television industries have the biggest output multipliers on all the Greek economy sectors. Thus, an increase in final demand by €1 mn. for the products of audiovisual, television and radio industries will increasethe total production in the Greek economy by €1.4 mn., the gross value added by €0,8mn., labor income by €0,4 mn. and will create 18.5 new jobs in the Greek economy.*<br><br>**SWOT Analysis**<br><br>*Strengths*<br>*Big range of striking archaeological sites and antiquities. Particularly important cultural heritage, consisting of historical sites and monuments (Delphi, Thermopylae, Thebes Eretria, Castles of Amfissa, Lamia, Chalkida etc.), folklore richness, cultural facilities and museums, galleries) and actively customs and various inter-cultural events. Unique diversity of landscapes. The region has a unique and largely intact, natural environment, which shows excellent diversity: mountains, woodland, coastal areas, islands, traditional* |

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| | | *villages and urban areas. Major investments in cultural and tourism infrastructure in the Region, implemented in cooperation with the Ministry of Culture and municipalities. Gathering research staff in businesses, universities (Department of Informatics with Applications in Biomedicine), Technological Educational Institutes and laboratories - emphasis on innovation.*<br>*Personal identity of creation, imagination and capacity of thought and expression. Advantageous geographical position (proximity with Athens) and favorable weather conditions.*<br><br>*Weaknesses*<br>*There is no a single comprehensive law in the Region, neither in Greece for the culture industries as a whole, as they are not really considered to be a cohesive field of activity. High concentration of research staff, but just in a few companies and industries. Little absorption capacity in the small companies outside the main companies. Lack of innovation culture in companies, despite the research staff in the University and the Technological Institute. The bureaucracy consists a big obstacle in regional and national level. Lack of awareness by traditional sectors of economy and culture, about the benefits of the CCI sector. Lack of marketing expertise and internationalization methodologies. As a consequence, Sterea Ellada offers a great potential for the development of cultural tourism programs, since it hosts many cultural sites the majority of which, however, remain unknown,* |

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| | | *inaccessible and not included in any tourist package.*<br><br>*Opportunities*<br>*Big investment opportunities in Cultural Tourism: thematic parks, traditional dances and theatre performances, music festivals, creation of cultural institutions. Increase the private projects in creative tourism, film and audio-visual production industry, fine art management, video games, applications and digital content, mobile applications and Start Ups. Tourism product diversification and development of the industry experience. Exploiting synergies with other regions (Attica-Thessaly) for the use of innovation infrastructure and technology transfer. Improving cooperation, creating synergies and increase the level of partnership of local actors between public and private organizations in particular through the holding of regular meetings, festivals and conferences in various cities of the region.*<br><br>*Threats*<br>*Negative economic environment due to the crisis. Lack of liquidity in the bank sector because of the economic and financial crisis. Significant barriers to entrepreneurship and Internal Market Collapse due to the negative economic environment and the capital controls. Huge information gap due to the lack of communication between the investors.* |

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| | | ***Conclusions***<br>*As a conclusion, we could underline that the Region of Sterea Ellada has a remarkable range of archaeological sites, antiquities and monuments and a particularly important cultural heritage. There is an important number of players in the ICT field both in public and in private sector and a very specific identity of creation, imagination and capacity of thought and expression. All these factors could create big investment opportunities in the CCI sector: Increase the private projects in creative tourism, film and audio-visual production industry, fine art management, video games, applications and digital content, mobile applications and Start Ups. On the other hand, the inexistence of a single comprehensive law in the Region for the culture industries as a whole and the lack of marketing expertise and internationalization methodologies, combined with an extremely hostile economic environment due to the financial crisis, causing obstacles to the creation and further development of the Cultural and Creative Industries in the Region.* |
| **2. OBJECTIVES**<br>***Identification of the objectives of the business*** *plan* | *1. Mission and vision*<br>*2. Strategic objectives*<br>*a. Number of members*<br>*b. Cluster activities*<br>*c. Fundraising*<br>*d. Aware-raising* | ***Mission and Vision***<br>*The development planning of the upcoming period is heavily based on the national and regional Research and Innovation Strategies for Smart Specialization (RIS3). The region's development vision refers to "the balanced social and economic development, the creation of sustainable jobs, and the* |

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| | 3. *Marketing objectives*<br>4. *Funding/financing objectives* | *improvement of the quality of life that will be achieved by adapting a strategy that aggregates efforts and investment leverage in areas where the region has a comparative advantage while protecting the environment which consists one the region's major assets and competitive advantages. In this context, the RIS3 priorities are experience Industry and Agri-food.*<br>*Regarding the cultural and creative industries, it includes two priorities: ICT and Cultural Heritage. The Region of Sterea Ellada, in order to achieve these priorities, adapted a four-stage approach. More precisely: a) Awareness, b) Development of innovation skills through consultation and training, c) Innovation development projects and d) Innovation implementation funding.*<br>*Finally, the governance structure of the RIS3 of the Region of Sterea Ellada includes two levels: The Policy Making Level which includes the administrative bodies of the region that are responsible for policy development on research and innovation and the Execution Level which includes bodies responsible for the monitoring of the implementation of the regional RIS3.*<br>*In this context, the vision of the cluster will be to respect and to fulfill the objectives of the Region as identified above in terms of the cultural and creative industries sector's further development.*<br><br>***Strategic Objectives***<br><br>*Number of Members: At least 50 members-entities at initiation stage with a view of finally integrating the sum of CCI entities within the Region.* |

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| | | *Cluster activities:*<br>*The main activities of cluster are the following:*<br>• *Creating a vibrant environment of diversified entities from the creative sector and culture in order to meet market demands related to: innovation, globalization, international mobility, sharing economy and cross-innovation,*<br>• *Systematizing relations with policymakers on a regional, national and European level,*<br>• *Promoting creative sector and culture in order to include them in the strategic policy of regional development, unlocking its huge potential.*<br><br>*Fundraising:*<br>*The main fundraising for creative clusters in central Greece comes from public funding, annual partner fees, offered services and projects and private enterprises.*<br><br>*Aware- raising:*<br>*The cluster will utilize professional training seminars, market research, product validation, and product placement projects, supporting exhibitors in trade shows, as well as representing local producers in various internationally acclaimed events.*<br><br>***<u>Marketing objectives:</u>***<br>*Enhancing the image of the creative cluster in this way involves creating* |

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| | | *awareness and a clear position in relation to the outside world – a unique place in people's consciousness that distinguishes it from other clusters – as well as mobilizing commitment and awareness among cluster stakeholders. In this environment, the brand of the cluster can function as a conceptual idea of what the cluster is and wants to be, providing direction, meaning and identification, helping the cluster to make sense of and navigate a complex world.*<br><br>***<u>Funding/financing objectives:</u>***<br>*Being in position to self-fund the cluster's operation without referring to (advanced) external funding.* |
| **3. STRATEGY**<br>***Identification of the strategy of the business*** *plan* | *1. Customer/member segments*<br>*2. Cost/benefit*<br>*3. Commercialization*<br>*4. Communication*<br>*5.Business model*<br>*6. Brand strategy* | ***<u>Customer/member segments:</u>***<br>*Members comprise municipalities, chambers of commerce, CCI cooperatives, federations and private CCI enterprises.*<br><br>***<u>Cost/benefit:</u>***<br>*Clusters usually include an ecosystem of highly specialised suppliers, service providers, investors, analysts, students, researchers, trade association members, consultants and other useful specialists, making collaboration and exchange easier. As well as, creative clusters provide an environment where entrepreneurship and innovation thrive. The high concentration of knowledge in one single location can encourage entrepreneurs to launch more new start-ups than would otherwise be launched. Moreover, creative clusters enhance* |

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| | | *the reputation of a location in a particular field. Finally, ultimately, clusters support job creation and tax revenues. In this sense, the benefits of the cluster's operation are expected to outweigh by far the costs incurred.*<br><br>***<u>Communication</u>****:*<br>*The communication of the creative cluster depends of the geographic coverage and stage of development of the cluster. It is essential to get the message or the promise direct to the target audience in order to buy products or services.*<br>*One common feature of the tools and activities covered is that they are all underpinned by the belief that sometimes 'actions speak for themselves', and acts and deeds of a symbolic nature can have an especially powerful communicative and branding effect. Clusters should of course consider using all types of traditional and non-traditional channels and tools from the communication and promotion toolbox for marketing purposes: newsletters, WebPages, virtual platforms, organizing events and conferences, attending trade fairs, organizing incoming and outgoing business delegations, advertising, etc. The most credible form of communication is the word of mouth.*<br><br>***<u>Business model</u>****:*<br>*The parameters of the cluster as an innovation ecosystem vary from ecosystem to ecosystem, but in any of the metrics are based on measuring and measuring performance functioning in several aspects: 1) participants – financial analysis and organizational characteristics, roles and functions in a* |

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| | | *cluster, business models economic entities, their strategic and tactical behaviour, capabilities and potential development companies, input and output material flows, production capacity and output, sales volumes and sales, the history of the development of successful firms; 2) structure – "types" of companies and their dynamics, information value channels and values business platforms, ways interactions and forms of cooperation, institutional aspects of economic practice; 3) competitiveness in comparison with other ecosystems, including by product, services, innovations, technologies, personnel, brands; 4) business activity in terms of interaction, network formation, transactionality, trade turnover between partners; 5) strategic vision in terms of opportunities, risk, and development. If you summarize the parameters of the cluster as innovation ecosystem and metrics to measure effectiveness then can be traced four basic principles of construction and organization this kind of systems: complexity, self-organization, co evolution, and adaptation. The main elements (blocks) of the business model of the cluster are "key business structures", "key educational organizations", "key research centres", "customers", "key suppliers", "territory" and "key sources of financing ".*<br><br>***Brand strategy**:*<br>*Brand strategy is strongly related to improve competitiveness of the cluster as well as it is important the reputation of the cluster. Looking at general, cluster-level effects of cluster brand reputation, some of the effects and benefits mentioned below:* |

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| | | *Recognition: Clusters enhance the reputation of a location in a particular field, which makes it more probable that a buyer will buy from suppliers and vendors based in it, or that investors or talents will consider the cluster*<br>*Reduce risk: Cluster reputation can act as a surrogate for corporate reputation, which can support internationalisation, especially of small and medium sized enterprises (SMEs), in different ways. Cluster reputation proves legitimacy and acts as a guarantor of quality. In addition, a cluster is a social system where proximity and visibility guarantee a degree of social control that increases trust and lowers opportunistic behaviour. A strong cluster reputation can therefore act as a guarantor of credibility towards external actors.*<br>*Reduce complexity: Clusters are complex, multiple-stakeholder systems. A solid, clear cluster brand image can make the cluster more comprehensible to the outside world, and also create context and direction for stakeholders within the cluster.* |
| **4. TACTICS**<br>***Identification of the tactics of the business*** *plan* | *1. Offline marketing activities*<br>*2. Multichannel experience*<br>*Online*<br>*Website/App*<br>*Etc.*<br>*3. Content Marketing* | ***Offline marketing activities:***<br>*We emphasize in the geographical location of the creative cluster. The establishment of the creative cluster in Central Greece will cover several cities, keynote points of interest and important landscapes around the Region. Offline marketing activities mainly refer to conferences and open living labs in the aforementioned locations.*<br><br>***Multichannel experience:*** |

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| | | *The cluster will be supported by a number of online endpoints of information, including an official website and a respective mobile application at minimum. The cluster will also seek to establish an official presence in all major social media channels.*<br><br>***Content marketing:***<br>*The cluster will investigate ways for and will invest resources in creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action for its members. The cluster will utilize primarily Digital content marketing, which is a management process, uses digital products through different electronic channels to identify, forecast and satisfy the necessity of the customers of the cluster's members.* |
| **5. ACTION**<br>***What, who and when?***<br>***Needed resources*** | *1.- Events calendar*<br>*2.- Content calendar.*<br>*3. SEO*<br>*4. Advertising*<br>*5. Public relations (offline)*<br>*6. Social networks and online public relations.*<br>*7. Direct marketing*<br>*8. Needed resources.* | ***Events calendar:***<br>*The cluster will utilize a constantly updated and digitally available and shareable events and content calendar for all its target audiences (both internally and externally.)*<br><br>***SEO:***<br>*One of the prerequisites for the proper design and development of the cluster's digital interfaces will be the enforcement of Search Engine Optimization techniques. These include:*<br>• *Improve user experience across your entire site* |

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| | | • *Optimize for voice search*<br>• *Focus on topic clusters instead of keywords*<br>• *Go into detail – but only when it’s relevant*<br>• *Conquer video with YouTube SEO*<br>• *Build a variety of back links*<br>• *Get a grip over technical optimization*<br>• *Target local searchers with local landing pages and listings*<br>• *Know how to measure SEO performance*<br><br>***<u>Advertising:</u>***<br>*The cluster will seek to establish advertising presence mostly in a digital fashion within major CCI websites, relative online communities and respective social media groups.*<br><br>***<u>Public relations</u>***:<br>*For clusters, reaching target groups such as policymakers and investors may be primary goals, but also export buyers and skilled professionals can be viable target groups, for example via trade press. Traditional tools include press releases and press kits, distributed to the media to generate interest from the press, as well as brochures, newsletters and annual reports.*<br><br>***<u>Social networks and online public relations:</u>***<br>*The cluster will also seek to establish an official presence in all major social media channels. Social media marketing techniques will also be investigated depending on a case per case approach and a respective cost/benefit analysis* |

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| | | *and study.*<br><br>***<u>Needed resources</u>:***<br>*The basic setup of the aforementioned approaches and methodologies requires minimum financial resources. The most advanced and sophisticated techniques, such as content, direct or social media marketing are to investigated depending on a case per case approach and a respective cost/benefit analysis and study.* |
| **6. CONTROL**<br>***Defining KPI and controlling schedule*** | *1. Strategic KPI*<br>*2. Offline KPI*<br>*3. Online KPI* | ***<u>Strategic KPI:</u>***<br>*50 members at initiation stage and 10 new members per semester.*<br>*100 people utilizing capacity building services*<br>*1 innovation project funded per year*<br><br>***<u>Offline KPI:</u>***<br>*10 major events per year .*<br>*4 open living labs per year.*<br><br>***<u>Online KPI:</u>***<br>*10.000 unique website users per year.*<br>*5.000 unique mobile app users per year.*<br>*50.000 users interacting with online digital content per year.* |

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| | 5. ACTION PLAN DETAILS | | | | |
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| NR | ACTIVITY | RESULT | RESPONSIBLE | DATE | RESOURCES NEEDED/COST |
| | *Write briefly each of the activities* | *Identify the concrete results targeted by the activity (according to KPIs)* | *Identify the staff/person/team responsible for the coordination and management of the activity* | *Identify the expected start and end date of the activity* | *Identify the main resources to achieve the development of the activity and the related cost* |
| **1** | **Set up the cluster** | 50 members at initiation | Region of Sterea Ellada | 1/2020 – 3/2020 | ROP of Sterea Ellada |
| **2** | **Open Living Labs** | 4 Open Living Labs in first year of operation | Region of Sterea Ellada | 4/2020 – 4/2021 | ROP of Sterea Ellada |
| **3** | **Building online presence** | Website, mobile application and digital content | Cluster members | 4/2020 – 9/2020 | ROP of Sterea Ellada, Cluster members resources |
| **4** | **Capacity building** | *100 people utilizing capacity building services in total* | Region of Sterea Ellada, Cluster members | 4/2020 – 4/2021 | ROP of Sterea Ellada, Cluster members resources |
| **5** | **Innovation project funded** | *1 innovation project funded* | Cluster members | 10/2020 – 10/2021 | External funding schemes such as VCs, micro-loans, crowd-funding, business angels e.t.c. |

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| **FINANCING PLAN** | *Comment or describe how the planned activities will be funded. What are the main sources of funding?* | The Regional Operational Programme of Sterea Ellada will be the basic source of funding for the planned activities |
| **THE LINK BETWEEN ACTION PLAN AND RIS3** | *Please explain the coherence of this action plan with the Regional Smart Specialization Strategy* | The clusters' mission and vision as well as the underlying activities are in full compliance with RIS3 objectives regarding the CCI sector and its developement. |
| **ANY OTHER REMARKS** | *Please explain any other details that could be important for the business plan* | |