

REGIONAL MAPPING SLOVENIA

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INTRODUCTION

Document “Mapping cultural and creative industry (CCI)” was made according to the guidelines of the mapping toolkit, guidelines for interviews and report template, provided by prof. Vaia from Università Ca’ Foscari Venezia.

Document was made within the European project Culture and Creative Industries COOPERATION COLLIDER (project acronym: COCO4CCI) and by mapping CCI in Slovenia to identify trends, potentials and know-how with aim of establishing links with Advanced manufacturing (AVM) companies

Project COCO4CCI challenge is that *“The Culture and Creative Industry (CCI) sector lacks a transnationally and cross-sectoral shared vision on what could be the contribution of CCI to economic and social growth in Central Europe. This goes along with a lack of capacities in CCI to link up with other industry sectors to foster innovation processes”*, whereas the objective of the COCO4CCI project is to *“tackle this challenge and build capacities among CCI for cross-sectoral cooperation in technology and innovation oriented sector, in Advanced Manufacturing (AVM), by creating a transnational CCI collider network”* and *“with a better understanding of tools useful for triggering innovation processes in CCI and AVM, we prepare a transnational COCO4CCI network strategy, identifying drivers of CCI development and supporting a better and more efficient exploitation of the economic and social potential of CCI in Central Europe.*

Document is divided into three parts: 1) Capitalisation of existing mappings performed by the main entities at national/regional level, 2) Implementation of the mapping itself with desk research and interviews among key actors in CCI and 3) Identification of strengths and opportunities of CCI in each region to establish sustainable linkages with AVM. **Area of the research was Slovenia.** All three parts were combined into one document, following the provided report template.

Method for the mapping was following guidelines of the mapping toolkit, using standardization of CCI Classification and Capitalisation of existing mappings performed by the main entities at national level. Quantitative analysis was developed from the official government data collected from the **SiStat Database from Statistical office of Republic of Slovenia (SURs)**. The classification criterion in the 4 areas of the “core cultural” and creative-driven sectors was based on two components: Codification of the productive sector and professions.

For Classifying economic activities (**Core Culture CCI Classification - AREA #1 - #4**) we have identified the Slovenian Codification Standard for Economic Activities (SKD, 2008) which directly corresponds to NACE REV. 2 Document for Statistical classification of economic activities in the European Community. Quantitative indicators (i.e. sector companies number, number of employees etc.) used from the SiStat Database were all recorded from year 2018, while indicators such as sector average economic value, or increase in turnover were calculated based on data between 2010-2018.

For identifying a list of professions considered “cultural and creative” and at identifying the presence of such professions in non-core culture economic activities (**Creative Driven Classification - AREA #5**) we have followed the SKP-08 / ISCO-08 International Standard Classification of Occupations (International Labour Organization, Geneva, 2012).

For the capitalization of existing mapping, the methodology conceptualized by Symbola Foundation was used. The study “Io sono cultura”, Symbola, 2018 analysed the Cultural and Creative Productive System, as the set of productive activities that contribute to generating economic value and employment, which are partly related to the cultural and creative sector **stricto sensu (Core)** and partly to activities that, although not being part of the supply chain, they use content and cultural skills to increase the value of their products (**Creative Driven**) - for example Fashion, Furniture etc.

The approach used is close to a new idea of culture, which goes beyond the old conceptualization that focuses only on the conservation and enhancement of the historical and artistic heritage and adds a series of supply chains oriented to the creation and production of cultural content. To this new “cultural” conceptualization, the **Creative Driven** dimension is added, finding economic activities not belonging to the Core Cultural, but directed to embed culture into innovative processes. Creative Driven Industry, i.e. the presence of cultural and creative processes in different industries - such as manufacturing - can be estimated thanks to the intersection of the sector code with another criteria, *related to the cultural and creative professions* - while this categorization supports the idea of cooperation, or at least, continuity between **CCI sector** and **AVM Advanced Manufacturing sector**.

CONCEPTUALIZATION		
SYMBOLA Io sono cultura, 2018	CORE CULTURE	Activities of preservation and enhancement of historical and artistic heritage (museums, libraries, archives, monuments)
		Non-reproducible activities of cultural goods and services , defined as performing arts and visual arts, synthesized with everything that revolves around live shows (theatres, concerts, etc.).
		Activities related to the production of cultural goods and services according to the logic of industrial repeatability , defined as cultural industries (cinema, radio – TV; video games and software; automation, publishing and printing; music);
		Creative industries related to the world of services (advertising,



		communication, architecture and design, crafts).
	CREATIVE DRIVEN	Activities that use cultural and creative content and skills to increase the value of their products. For ex. Fashion, Furniture, Agribusiness etc.

The **qualitative interviews** were conducted with **10 key stakeholders, leaders in the CCI area of Slovenia** by the members of two Slovenian partners of the COCO4CCI project: Chamber of Commerce and Industry of Slovenia (lead partner for COCO4CCI project) and Regional Development Agency of the Ljubljana Urban Region (RRA LUR). Selected key stakeholders participating: **two (2) cultural and educational institutions** (UL ALUO - University of Ljubljana, Academy of fine arts and design and CZK - Centre for creativity), **two (2) institutional/governmental departments related to CCI Sector** (The Ministry of Culture, The Ministry of economic development and technology), **three (3) non-governmental organization** (Kersnikova institute, DOS - designers society of Slovenia, Design Biotop) and **three (3) hubs, fabLabs** (RogLab, DIH / FabLab, Poligon).

The interviews were conducted in line with the provided **guidelines for interviews**. For the qualitative data collection strategical approach named "Grounded theory" was used. Grounded theory studies respond to "interpretative paradigm", in order to interpret the processes underlying a given phenomenon. The researcher discovers the main concepts during the empirical research or the interview, and preferably should ignore the pre-existing literature on the subject, in order not to be conditioned by it.

In agreement with the goals of this qualitative analysis for CCI Sector the Grounded Theory interview allowed us to have:

- Conceptual maps: which outline the major discursive concepts on CCI, Core Culture and Creative Driven and other elements of the research situation
- Social maps of networks/areas: they highlight the relationships among actors and discourses in which social actors negotiate interpretations of situations
- Practices maps: highlight the mains programs, projects, practices related to CCI Sector.

Identification of strengths and opportunities of CCI to establish sustainable linkages with AVM in Slovenia are results of analyses of both quantitative and qualitative data which conclude this document.



COUNTRY AND SOURCE INFORMATION

Country/Region: SLOVAKIA

Name Surname reference person:

Tina Pezdirc Nograšek, Head of COCO4CCI project for RRA LUR

References about existing mappings:

CRE:HUB State of Art of the CCI Sector in Ljubljana Urban Region
(IER, Ljubljana, 2017)

A Guide to Mapping Design Ecosystems (BEDA Design Policy Cluster,
2016)

CRP: The state of design in Slovenia
(IER, Ljubljana, 2012)

Name of Data Source:

SiStat Database, www.stat.si

Organization delivering data:

SURS - Statistical Office, Republic of Slovenia



MAIN QUANTITATIVE DATA COLLECTED

Economic value of the CCI Sector:

in 1000€ 2.370.981 (2018, CCI Area 3&4 only)

N. of companies in core CCI Sector:

16.783

Comparisons with other economic sectors:

Economic value share compared to all sectors 2,79%

Number of companies compared to all sectors 11,48%

Number of employed compared to all sectors 3,10%

Contributions by geographical areas:

According to the IER study from 2012, as much as 42% of all CCI SME were located in the capital - Ljubljana Urban Region (LUR), while as much as 53% of all employed in the CCI sector were employed in LUR. Furthermore, CCI SMEs in LUR are much more export oriented compared to CCI SMEs in Slovenia. (IER, Ljubljana, 2017 and 2012)

Professional categories involved:

see classification tables AREA #1 - #4 (page 6-11)

Skills and competences involved:

see classification table AREA #5 (page 12)

KPIs such as employment growth, youth employment, turnover growth, export growth, etc.

Average increase in turnover (2010-2018): 2,37% (3,24% in all sectors)



CCI CLASSIFICATION AREA # 1

1st AREA

Activities of preservation and enhancement of historical and artistic heritage (museums, libraries, archives, monuments)

Sector	Indicators
R91 Libraries, archives, museums and other cultural activities	<p>Average annual export (2010-2018): 158.198€</p> <p>Increase in Export (2010-2018): -7,16%</p>
R91.01 Library and archives activities	<p>Number of companies: 84</p> <p>Number of workers: 1789</p> <p>Number of employees: 1783</p>
R91.02 Museums activities	<p>Number of companies: 80</p> <p>Number of workers: 987</p> <p>Number of employees: 983</p>
R91.03 Operation of historical sites and buildings and similar visitor attractions	<p>Number of companies: 75</p> <p>Number of workers: 395</p>
R91.04 Botanical and zoological gardens and nature reserves activities*	<p>Number of companies: 17</p> <p>Number of workers: 397</p>
*Natural heritage (also included in CRP, IER, Ljubljana 2012)	



CCI CLASSIFICATION AREA # 2

2nd AREA

Non-reproducible activities of cultural goods and services, defined as Performing arts and visual arts, synthesized with everything that revolves around the shows live (theater, concerts, etc.).

R90 Creative, arts and entertainment activities Average annual export (2010-2018): 307.000€

Increase in Export (2010-2018): 19%

R90.01 Performing arts	Number of companies: 1582 Number of workers: 2110 Number of employees: 1361
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R90.02 Support activities to performing arts	Number of companies: 580 Number of workers: 623 Number of employees: 210
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R90.03 Artistic creation	Number of companies: 3409 Number of workers: 3082 Number of employees: 673
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R90.04 Operation of arts facilities	Number of companies: 83 Number of workers: 603 Number of employees: 588
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R93.21 Activities of amusement parks and theme parks	Number of companies: 36 Number of workers: n/a Number of employees: n/a
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CCI CLASSIFICATION AREA # 3

3rd AREA

Activities related to the production of cultural goods and services according to a logic industrial repeatability, defined as cultural industries (cinema, radio - TV; video games and software; automation, publishing and printing; music);

Sector	Indicators
J58 Publishing activities	Increase in Export (2010-2018): 2,69%
J58.1 Publishing of books, periodicals and other publishing activities	<p>Economic value (in 1000€): 214.652</p> <p>Number of companies: 540</p> <p>Number of workers: 2320</p> <p>Number of employees: 2081</p> <p>Average annual turnover (in 1000€): 273.616</p> <p>Increase in turnover: -4,75%</p>
J58.2 Software publishing	<p>Economic value (in 1000€): 10.780</p> <p>Number of companies: 50</p> <p>Number of workers: 132</p> <p>Number of employees: 112</p> <p>Average annual turnover (in 1000€): 5.817</p> <p>Increase in turnover: +7,14%</p>
J59 Motion picture, video and television programme and music publishing activities	<p>Economic value (in 1000€): 208.827</p> <p>Number of companies: 1358</p> <p>Number of workers: 2023</p> <p>Number of employees: 906</p> <p>Average annual turnover (in 1000€): 167.946</p> <p>Increase in turnover: +4,90%</p> <p>Increase in Export: +20,33%</p>



J60 Programming and broadcasting activities	<p>Economic value (in 1000€): 82.908</p> <p>Number of companies: 309</p> <p>Number of workers: 691</p> <p>Number of employees: 485</p> <p>Average annual turnover (in 1000€): 67.172</p> <p>Increase in turnover: +4,39%</p>
J62.01 Computer programming activities	<p>Economic value (in 1000€): 585.495</p> <p>Number of companies: 3717</p> <p>Number of workers: 8604</p> <p>Number of employees: 5968</p> <p>Average annual turnover (in 1000€): 410.662</p> <p>Increase in turnover: +7,95%</p>
G47.61 Retail sale of books in specialised stores	<p>Economic value (in 1000€): 21.394</p> <p>Number of companies: 21</p> <p>Number of workers: 451</p> <p>Number of employees: 440</p> <p>Average annual turnover (in 1000€): 69.086</p> <p>Increase in turnover: -5,57%</p>
G47.62 Retail sale of newspapers and stationery in specialised stores	<p>Economic value (in 1000€): 21.009</p> <p>Number of companies: 162</p> <p>Number of workers: 507</p> <p>Number of employees: 339</p> <p>Average annual turnover (in 1000€): 80.284</p> <p>Increase in turnover: -4,53%</p>
G47.63 Retail sale of music and video recordings in specialised stores	<p>Economic value (in 1000€): 45</p> <p>Number of companies: 2</p> <p>Number of workers: 7</p> <p>Number of employees: 3</p> <p>Average annual turnover (in 1000€): 142</p>



Increase in turnover: -15,20%

CCI CLASSIFICATION AREA # 4

4th AREA

Creative industries related to the world of services (advertising, communication, architecture and design, crafts,)

Sector	Indicators
M71.11 Architectural and engineering activities	<p>Economic value (in 1000€): 183.928</p> <p>Number of companies: 2119</p> <p>Number of workers: 2837</p> <p>Number of employees: 1275</p> <p>Average annual turnover (in 1000€): 167.235</p> <p>Increase in turnover: -2,37%</p>
M73 Advertising and market research	<p>Economic value (in 1000€): 576.467</p> <p>Number of companies: 2222</p> <p>Number of workers: 3999</p> <p>Number of employees: 2481</p> <p>Average annual turnover (in 1000€): 480.911</p> <p>Increase in turnover: -3,12%</p>
M74 Other professional, scientific and technical activities*	<p>Average annual export (in 1000€): 127</p> <p>Increase in Export (2010-2018): -2,47%</p>
*Including CCI subsectors: M74.1- M74.3 (see below)	
M74.1 Specialised design activities	Economic value (in 1000€): 66.838



	<p>Number of companies: 1645 Number of workers: 1928 Number of employees: 502 Average annual turnover (in 1000€): 46.991 Increase in turnover: +8,90%</p>
M74.2 Photographic activities	<p>Economic value (in 1000€): 24.527 Number of companies: 795 Number of workers: 953 Number of employees: 243 Average annual turnover (in 1000€): 21.696 Increase in turnover: +2,36%</p>
M74.3 Translation and interpretation activities	<p>Economic value (in 1000€): 55.317 Number of companies: 1448 Number of workers: 1639 Number of employees: 343 Average annual turnover (in 1000€): 41.447 Increase in turnover: +6,23%</p>
<p>N82.3 Organisation of conventions and trade shows*</p> <p>*Including organisation of exhibitions</p>	<p>Economic value (in 1000€): 68.680 Number of companies: 591 Number of workers: 797 Number of employees: 357 Average annual turnover (in 1000€): 48.710 Increase in turnover: +5,35%</p>
<p>J63.1 Data processing, hosting and related activities; web portals*</p> <p>*Additional sector that will see more grow in the future (big data analysis, cloud housing etc.)</p>	<p>Economic value (in 1000€): 170.976 Number of companies: 819 Number of workers: 1946 Number of employees: 1413 Average annual turnover (in 1000€): 123.972 Increase in turnover: +6,33%</p>



J63.9 Other information service activities*	<p>Economic value (in 1000€): 5.111</p> <p>Number of companies: 107</p> <p>Number of workers: 143 Number of employees: 66</p> <p>Average annual turnover (in 1000€): 7.130</p> <p>Increase in turnover: -5,35%</p>
*News agencies	
R85.52 Cultural education	<p>Number of companies: 752</p> <p>Number of workers: 2255</p> <p>Number of employees: 1968</p>

CCI CLASSIFICATION AREA # 5

CCI Professions	N° or % of cultural and creative professionals in non-core cultural
1222 Advertising and Public Relations Managers	Manufacturing: 8,09%
1330 Information and Communications Technology Services Managers	Manufacturing: 5,83%
1347 Cultural managers	Manufacturing: 1,00%
2161 Building Architects	Manufacturing: 3,05%
2162 Landscape Architects	Manufacturing: 2,17%
2163 Product and Garment Designers	Manufacturing: 36,55%
2166 Graphic and Multimedia Designers	Manufacturing: 21,74%



2431 Advertising and Marketing Professionals	Manufacturing: 17,83%
2432 Public Relations Professionals	Manufacturing: 6,29%
251 Software and Applications Developers and Analysts	Manufacturing: 11,01%
252 Database and Network Professionals	Manufacturing: 14,81%
2622 Librarians and Related Information Professionals	Manufacturing: 1,37%
2642 Journalists	Manufacturing: 2,26%
2643 Translators, Interpreters and Other Linguists	Manufacturing: 3,33%
2651 Visual Artists	Manufacturing: 1,94%
2659 Creative and Performing Artists not Elsewhere classified	Manufacturing: 1,81%
3431 Photographers	Manufacturing: 2,65%
3432 Interior Designers and Decorators	Manufacturing: 6,91%
3433 Gallery, Museum and Library Technicians	Manufacturing: 4,27%
3434 Chefs	Manufacturing: 2,46%
3435 Other Artistic and Cultural Associate Professionals	Manufacturing: 1,13%



STAKEHOLDERS

ORGANIZATION	KEY STAKEHOLDER	MAIN ACTIVITY/MISSION
KERSNIKOVA INSTITUTE JURIJ KR PAN DIRECTOR KERSNIKOVA.ORG	INVESTIGATIVE ARTISTS	PLATFORM FOR PRODUCTION, DEVELOPMENT AND PRESENTATION OF CONTEMPORARY INVESTIGATIVE ARTS
DOS DESIGNER SOCIETY OF SLOVENIA JURIJ DOBRILA PRESIDENT DOS-DESIGN.SI	SLOVENIAN DESIGNERS	PROMOTING THE PROFESSION OF DESIGN
MGRT MINISTRY OF ECONOMIC DEVELOPMENT AND TECHNOLOGY -DIRECTORATE FOR INTERNATIONALISATION, ENTREPRENEURSHIP AND TECHNOLOGY NATALIJA MEDICA SECRETARY MGRT.GOV.SI	SLOVENIAN ENTERPRISES	MISSION OF DIRECTORIAT IS TO PROMOTE ENTREPRENEURSHIP AND ENTREPRENEUR-FRIENDLY ENVIRONMENT, TO PROMOTE SMALL AND MEDIUM- SIZED ENTERPRISES WITH EQUITY AND DEBT INSTRUMENTS AND TO PROMOTE TECHNOLOGICAL DEVELOPMENT OF ENTERPRISES
ROGLAB MUZEJ IN GALERIJE MESTA LJUBLJANE META ŠTULAR GENERAL MANAGER ROGLAB.SI	CREATIVE ENTHUSIASTS	ESTABLISHED IN 2012 AS PART OF MUSEUM AND GALLERIES OF LJUBLJANA (MGML) ROGLAB IS A CREATIVE HUB AND COLLABORATIVE PLATFORM PROVIDING AN ENCOURAGING ENVIRONMENT FOR CREATORS.
DIH DIGITAL INNOVATION HUB FABLAB CREATIVE LABORATORIES EMILIJA STOJME NOVA ACTING DIRECTOR	DIH SLOVENIAN ENTERPRISES FABLAB CREATIVE MAKERS	DIH NATIONAL POINT FOR DIGITAL TRANSFORMATION AND DIGITAL COMPETENCE FABLAB



<p>DIHSLOVENIA.SI</p> <p>PARTNERS COORDINATOR FABLAB.SI</p>		<p>PROMOTING INNOVATION AND DEVELOPMENT OF LOCAL ECONOMY</p>
<p>UNIVERSITY OF LJUBLJANA, ACADEMY OF FINE ARTS AND DESIGN (UL ALUO) DEPARTMENT OF INDUSTRIAL DESIGN AND APPLIED ARTS</p> <p>JURE MIKLAVC HEAD OF DEPARTMENT ALUO.UNI-LJ.SI</p>	<p>DESIGN STUDENTS</p>	<p>DEPARTMENT OF INDUSTRIAL DESIGN AND APPLIED ARTS AT UL ALUO AIMS TO BECOME THE LEADING REGIONAL EDUCATIONAL UNIVERSITY PROGRAMME FOR INDUSTRIAL, SOCIAL, AND SERVICE DESIGN</p>
<p>DESIGN BIOTOP</p> <p>BARBARA POČEK PROJECT MANAGER DESIGNBIOTOP.SI</p>	<p>PUBLIC BODIES & INSTITUTIONS</p>	<p>PROVIDING DESIGN THINKING COMPETANCE TO PUBLIC BODIES AND INSTITUTIONS</p>
<p>MINISTRY OF CULTURE</p> <p>BISERKA MOČNIK SECRETARY-OFFICER CREATIVE DEPARTMENT MK.GOV.SI</p>	<p>CULTURE & CREATIVE WORKERS AND ENTERPRISES</p>	<p>PROVIDING ENVIRONMENT & CONDITIONS FOR WORK AND DEVELOPMENT OF CREATIVE SECTOR</p>
<p>POLIGON</p> <p>LUKA PIŠKORIČ DIRECTOR & COMMUNITY COORDINATOR POLIGON.SI</p>	<p>CREATIVE SECTOR FREELANCERS</p>	<p>DEVELOPMENT OF CREATIVE INDUSTRIES IN SLOVENIA AND CAPACITY BUILDING OF CREATIVE FREELANCERS</p>
<p>CENTER FOR CREATIVITY (CZK)</p> <p>MIKA CIMOLINI OPERATIONS MANAGER CZK.SI</p>	<p>CREATIVE ENTERPRISES</p>	<p>DEVELOPING THE POTENTIALS OF THE SECTOR'S SOCIAL AND ECONOMIC VALUE WHILE FORGING STRONGER TIES BETWEEN THE CCS AND THE BUSINESS, SCIENCE, EDUCATION AND OTHER SECTORS.</p>

QUALITATIVE DATA COLLECTED

3 or more key concepts or sentences defining cultural and creative industry sector:

- Sectors which use creativity as the core business approach for competing in the market
- CCI are both socially aware and profit conscious
- CCI definitions are moving targets and thus very hard to define

3 or more categories used for classifying cultural and creative economic activities

- Interviewees use either one of the standard classifications (e.g. the NACE Rev. 2 - Statistical classification of economic activities in the European Community; or the Standard Industrial Classification, a means of classifying businesses according to the type of economic activity that they are engaged in; or the Standard Occupational Classification, a means of classifying the occupation of a person according to the work they do and the skill level required) or do not use classification categories at all.

For the CCI definition of NACE codes most of the interviewees use document Boosting the competitiveness of cultural and creative industries for growth and jobs (EASME/COSMO/2015/003)

3 or more categories used for classifying creative driven industries

- Tourism
- Culinary
- Fashion
- Furniture
- Science
- Industries that need innovation for their existence or development

(e.g. automobile, aircraft etc.)

Most important/strategic and developed cultural areas in the region / nation

Most important

- Architecture & Design



- Gaming
- Children's Book Illustrations

Strategic

- Cultural tourism
- Micro-production (e.g. natural cosmetics)
- Software development

Main programmes or projects developed in the CCI sector at a regional national level:

CZK - Center for Creativity www.czk.si

The Centre for Creativity was established in 2017, as an interdisciplinary platform that connects, promotes, presents and supports the activities and development of Slovenia's cultural and creative sector (CCS). With its programmes, the Centre works to develop the potentials of the sector's social and economic value and its autonomy while forging stronger ties between the CCS and the business, science, education and other sectors.

The first part of the project, the Centre for Creativity Platform with financial support of 5.6mio€ is run by the Museum of Architecture and Design in Ljubljana with goal of building the long-term operation of the national hub. Project goals are backed by additional financial support of 5.3mio€ in the form of grants promoting entrepreneurship in the CCS and establishing stronger cooperation with the business sector. This part of the project is run by the Ministry of Culture of the Republic of Slovenia. In 2018 a second project office was established also in Maribor.

CZK facilities: 1) cooperation between the CCS and business sector, 2) the development of entrepreneurial and other skills, 3) stronger presence and increased visibility of CCS, 4) analyses of the sector's need, 5) exploitation of the potential of information technologies and 6) increased interest and awareness of the general public and the media.

The platform CZK is co-financed by the EU European Regional Development Fund and the Republic of Slovenia in the period 2017-2022 in the total value of 11mio€.

KCDM - Competence Centre for Design Management

www.design-management.si

Competence Centre for Design Management 2.0 (KCDM 2.0) is the follow up of the KCDM - a pilot project for introducing potentials and the benefits of design and design management to Slovene companies initiated in 2012 and connecting 19 partners. KCDM received DMI Design Value Award, presented by the Design Management Institute (DMI) in 2016.

KCDM 2.0. is a reference partner in the management of design processes for the development of new products, services, communications and investments in the business infrastructure, which is based on strategic design management. Its focus is on promoting awareness and accessibility of knowledge needed to develop strong brands and achieve the standards of business excellence using design.

The partnerships, which work in tandem, connect a total of 37 Slovenian companies who see a close integration of design in their business processes and strategies as an opportunity to stand out from the competition and increase the added value of their products.

Activities include:

- Research: the explicit study on the positioning of design management in the processes used by the participating Slovenian companies as compared to the positioning in fast-growing companies across the EU
- Competence model development: to define the kind of skills and knowledge needed by different profiles of employees at each participating company. The competence model was based on the Design Management Staircase model used by the DME Awards to analyse the design management practices across Europe
- Learning and training program: in the duration of 2,5 year with over 350 internal and external trainings of different formats (lectures, workshops, learning by doing, grow, consultations, peer to peer etc).



The KDCM 1.0 was co-financed by the EU European Social Fund - Investing in your future and Ministry of Labour, family, social affairs and equal opportunities, Republic of Slovenia in the period 2013-2015 with financial support of 0,5mio€. KDCM 2.0 is funded by the Ministry of Economic development and technology of the Republic of Slovenia in the period 2017-2019 and with financial support of 0,9mio€.

PKP - Creative path to knowledge

<http://www.sklad-kadri.si/si/razvoj-kadrov/po-kreativni-poti-do-znanja-pkp/> (In Slovene)

Creative path to knowledge is a programme that targets students who in addition to their studies wish to participate in “small research projects”. The focus is for these students to find creative and innovative solutions to practical challenges in the corporate sector. These students are guided by mentors offering expert support.

Important results achieved from 2013-2015:

- more than 3.400 students included,
- more than 500 organizations participated,
- better cooperation between educational institutions and employers,
- developing competence for students employability,
- more than EUR 7.900.000 invested.

PKP programme is not only specific to CCI, however it is very applicable to (and used in) industrial design and architectural studies. The programme is supported by Ministry of education, science and sport and the European social fund.

MCRUK - National networks of research centres for creative arts

MCRUK is the latest multi-year programme co-financed by the Ministry of Culture Republic of Slovenia and the European Regional Development Fund (ESRR).

Networks of research centres for creative arts (MCRUK) are formed on principles of co-creation, participation and networking by several existing research centres. MCRUK enables the pooling of creative, technical and production potentials, enables the creation and implementation of innovative deficit projects in the

fields of science, art, technology and economy both at the national level and internationally.

Two platforms in two different regions were selected for financing: Platform Kons (kons-platforma.org), lead by Kersnikova institute is a consortium of eight partners, while platform RUK - Research Art and Culture, lead by Delavski dom Trbovlje is a consortium of three partners. Each platform received financing in the total value of 4.5mio€. Total value of the project in the period 2019-2022 was 9mio€.

Most important programs/project promoted by the institutions in CCI Sector, describe briefly:

Kersnikova Institute

Important program/project: KONS - Platform for Contemporary Research Art

The purpose of newly established KONS platform (2019) is to establish better conditions and environment for the maintenance and development of contemporary research art in Slovenia. The activities in the KONS platform are complementary in content and structure with the establishment of a new R&D institution (Future Lab, Solution Lab) which will enable production of quality contemporary research art and the translation of artistic ideas and innovations into the economy and advanced social environment.

Idea of KONS origins on research and development projects, centres and labs such as: PARC (Palo Alto Research Center; formerly Xerox Parc), MIT Media Lab - both co-financed by Darpa (US Defense Advanced Research Projects Agency) and Future/Solution Labs at Ars Electronica, Austria.

DOS - Designer Society of Slovenia

Important program/project: IDCO - Design Center for Information and Documentation (1988-2006)

Design centre for information and documentation (IDCO) was founded by Chamber of Commerce and Industry of Slovenia in 1988 in collaboration with Designer Society of Slovenia (DOS). IDCO was developed from continuous activities of DOS in 1950s, 1960s and 1970s, such as cofounding of internationally renowned Biennale of



Industrial Design (BIO) and Museum of Architecture Ljubljana (MAO - now Museum of Architecture and Design), while its president at the time, awarded architect and designer Niko Kralj, knitted strong ties with designers and business sector in former Yugoslavian republics as well as internationally. IDCO was led by Maja Kržišnik since its establishment in 1988 and until its closure in 2006. Another exceptional DOS project was also the organization of International Congress of Industrial Designers (ICSID) in 1992 (Ljubljana, Slovenia).

MGRT - Ministry of Economic Development and Technology - Directorate for Internationalisation, Entrepreneurship and Technology

Important program/project: CEI - Creativity, Entrepreneurship and Innovation (in Slovene UPI - ustvarjalnost, podjetnost, inovativnost)

Creativity, entrepreneurship and innovation programme (CEI) is a regular innovative-entrepreneurial education in primary school system. Established in 2010 CEI was developed for all three triads of primary school.

Roglab

Important program/project: Roglab

RogLab is Slovenia's first maker lab and a creative hub established in 2012 as part of the Museum and Galleries of Ljubljana (MGML). RogLab was conceived as a pilot project that will enable more accurate definition, testing and developing of the potential organisation, business and applicative models of the future creative centre Rog Centre (in former bicycle factory ROG) - project was part of a larger European project, Second chance - with idea to recover former industrial sites and give them new content and use.

As a collaborative platform providing an encouraging environment for creators with its 3D workshop, RogLab responds to the challenges of today's society and the urban environment by producing creative projects, while broadening the scope of its programme through a network of partner institutions. Roglab has 16 Slovenian and 5 international partners and is one of cofounders of FabLabNet - Central European Network of innovative and creative labs co-financed by Interreg Central Europe programme. Roglab was recipient of Eurocities Innovation award for innovation (2018).



DIH - Digital innovation hub, The Faculty of Electrical Engineering

Important program/project: “kulTura”

“kulTura” is co-financed by EU Interreg programme in the frame of cultural heritage of the city of Črnomelj and Jastrebarsko. Faculty of Electrical Engineering, together with Faculty of Architecture is responsible for development of cultural heritage and tourism app which acts as pilot project which will be later expanded to other touristic underdeveloped cities.

Academy of Fine Arts and Design, Department of Industrial Design and Applied Arts

Important program/project: Thinking the conditions of our time: Slovene participation in the XXII Triennale di Milano (2018-2019)

The XXII Triennale di Milano featured the Slovene project Thinking the Conditions of Our Time. The concept tackled issues from anthropocentrism and the fact that social and economic systems are not in sync with the nature, which is the only autonomous system capable of comprehensively satisfying human needs. The exhibition presented selected Slovenian design projects that are based on the principles of an evolutionarily stable strategy and the practices of a—natural—designer, whose primary design concern is preserving optimal relationships within the existing natural system (that consists of all living beings on the planet). Even more, selected cases showed how to move away from destruction towards regeneration (giving back to the nature more than we uncritically take).

Design Biotop

Important program/project: Design Biotop

Design Biotop is an experimental and discussion platform that explores the problem solving and transdisciplinary nature of design, and promotes a design thinking mindset and its impact on social, political and economic challenges by developing grass root projects promoting interdisciplinary connections and collaborations. Design Biotop workshop and conference is an annual event organised in partnership with Museum of Architecture and Design (MAO) and platform Future Architecture (futurearchitectureplatform.org).



Ministry of Culture & Center for Creativity

Important program/project: CZK - Center for Creativity

For description please see section “Most important national or regional CCI support policies mentioned”.

Poligon

CCI Creator’s Service

Poligon together with Asociacija - Arts & culture NGO and freelancer’ society, recently started a pilot project CCI Creator’s service, which acts as a regular programe for competences building of soft skills for creative freelancers. Within CCI Creator’ specialized workshops and learning programs are complimented with personalized consultancy.

3 or more goals expected in the project realization.

Kersnikova Institute

KONS - Platform for Contemporary Research Art

- To establish systemic links between ideators, inventors and engineers
- To create solutions for an inclusive society
- To establish an information and education system for different social groups empowered to critically use new technologies.

DOS - Designer Society of Slovenia

IDCO - Design Center for Information and Documentation

- Information and documentation activities
- Promotional activities (via design exhibitions)
- Improving coordination, integration and communication in design and business

MGRT - Ministry of Economic Development and Technology - Directorate for Internationalisation, Entrepreneurship and Technology

CEI - Creativity, Entrepreneurship and Innovation

- To encourage creative thinking in all three triads of primary school
- To encourage development of future entrepreneurs and innovators
- Competence building of teachers and headmasters to deliver creativity, entrepreneurship and innovation programme



Roglab

Roglab

- To connect and support entrepreneurs and creatives
- To offer a space to co-create and prototype new ideas
- To offer regular training programme for independent use of 3D technologies

DIH - Digital innovation hub, The Faculty of Electrical Engineering (FEE)

“kulTura“

- User-driven approach for historic virtual walk through the city
- To use innovation for development of tourism in two underdeveloped cities in Slovenia and Croatia
- Creation of cultural tourism application, adaptable to other cities

Academy of Fine Arts and Design, Department of Industrial Design and Applied Arts

Thinking the conditions of our time: Slovene participation in the XXII Triennale di Milano

- To expose the shortcomings of the current design approaches
- To demonstrate an alternative and offer possibilities for the reform
- To exhibit highest quality design projects, products, and services

Design Biotop

Design Biotop

- To advocate design mindset for complex problem solving
- To explore the problem solving and trans-disciplinary nature of design
- To systematically connect different voices, to find new ways of thinking about decision making and finding new approaches to the problems of today's society

Ministry of Culture & Center for creativity (CZK)

CZK

For description please see section “Most important national or regional CCI support policies mentioned”.

Poligon

CCI Creator's Service

- Empowering creative freelancers with soft & business skills
- Networking
- To answer to challenges of the fact that ideas and money are not being enough for successful launching of products



3 or more goals reached

Kersnikova Institute

KONS - Platform for Contemporary Research Art

- n/a: project just started. Finances are secured for period 2019-2022

DOS - Designer Society of Slovenia

IDCO - Design center for information and documentation

- Regular invited exhibitions by designers as well as industries - systematic connection aiming at production with higher added value
- Comprehensive database of design studios, designers and manufacture industry representatives (national and international)

MGRT - Ministry of Economic Development and Technology - Directorate for Internationalisation, Entrepreneurship and Technology

CEI - Creativity, Entrepreneurship and Innovation

- More than 1000 children were (so far) part of the programme
- Programme was well received by teachers and headmasters
- Developed from a project to elective

Roglab

Roglab

- Slovenia's first public maker lab, gives creatives of all ages access to production tools and encourages the innovative use of maker technologies
- Offering rapid prototyping
- Regular workshops and trainings including combination of engineer and artist mentors

DIH - Digital Innovation Hub, The Faculty of Electrical Engineering (FEE)

"kulTura"

- n/a: project "kulTura" is currently in the phase of implementation

Academy of Fine Arts and Design, Department of Industrial Design and Applied Arts

Thinking the conditions of our time: Slovene participation in the XXII Triennale di Milano



- Establishing grounds for the leading regional university programme for industrial and social design
- Competing globally with high-quality content and design cases (even if not coming from strong industrial centre)
- Accessible communication

Design Biotop

Design Biotop

- Six Design Biotop workshop and conferences organised
- Design Biotop was awarded best accompanying event of BIO 50:NOW - 25th Biennial of Design Ljubljana

Ministry of Culture & Center for Creativity

CZK

For description please see section “Most important national or regional CCI support policies mentioned”.

Poligon

CCI Creator’s Service

- Regular workshops, debates and lectures for development of soft skills
- Regular personal one-to-one advising
- Close relationship with free-lancers for tailored program, developed according to their needs

3 or more definition of their collaboration (positive/negative)

Kersnikova Institute

KONS - Platform for Contemporary Research Art

- n/a: project just started.

DOS - Designer Society of Slovenia

IDCO - Design center for information and documentation

- Formed a nucleus for correlation between designers and industry
- Chamber of Commerce and Industry of Slovenia acted as a facilitator
- DOS representatives participated in IDCO board as well as daily decisions

MGRT - Ministry of Economic Development and Technology - Directorate for Internationalisation, Entrepreneurship and Technology

CEI - Creativity, Entrepreneurship and Innovation



- Partnership with Ministry of Education, Science and Sports for including programme in the curriculum was not possible
- Programme was successfully adopted and well received by numerous primary and secondary schools
- Continuity (also of funding) is extremely important; “one time only” projects can only finish as bad practices

Roglab

Roglab

- Specific partners join for specific projects (for example Faculty of Natural Sciences and Engineering, Faculty of Architecture etc.)
- Partnership are slowing processes, while enabling better final results

DIH - Digital Innovation Hub, The Faculty of Electrical Engineering (FEE)

“kulTura”

- Partners include municipalities, RogLab, VR/AR/MR Laboratory at Technology Park Ljubljana
- Roles are divided between technology development and content
- Selection of partners will work on user-driven renovation of street paving for functionally disabled persons

Academy of Fine Arts and Design, Department of Industrial Design and Applied Arts

Thinking the conditions of our time: Slovene participation in the XXII Triennale di Milano

- Collaborative partnership with: Fondazione La Triennale di Milano and stakeholders from public and private sector, NGOs, freelance designers and artists, design students
- Collaboration is mandatory and crucial in order to tackle wicked and complex problems we are faced with
- Collaboration can also be challenging: it typically involves a large number of stakeholders with different expectations; during the process we might be confronted with resistance to change

Design Biotop

Design Biotop

- Partners and co-organisers of the project change according to each year topic. Among others main partners were i.e Museum of Architecture and Design - MAO and Kino Šiška - Centre for Urban Culture. Design Biotop are one of the 20 partners of platform Future Architecture
- Other partners include dissemination partners: MGRT - Ministry of Economic Development and Technology, content creation partners: ALUO - The Academy of Fine Arts and Design and co-creation partners: Servis 8 - innovation, education and workshop NGO.



- To multiply the effect of our international connections by collaborating with different Slovenian organizations for example: SPIRIT Slovenia - Public Agency of the Republic of Slovenia for the Promotion of Entrepreneurship, Innovation, Development, Investment and Tourism

Ministry of Culture & Center for Creativity

CZK

For description please see section “Most important national or regional CCI support policies mentioned”.

Poligon

CCI Creator’s Service

- Partnership between Poligon and Asociacija is divided by sectors with Poligon catering creative sectors freelancers, and Asociacija catering arts & culture sectors freelancers
- Creative freelancers in recent years more and more outsource manufactures for technology and production and develop and market ideas themselves (more control over life-span of the product and better positioning on the market)

3 or more cultural or creative processes identified in Advanced Manufacturing Industries

- Design thinking
- UCD - User Centered Design
- Social innovation

Grow your own (as next step from digital transformation)

3 or more CCI programs/project which cooperate with Advanced Manufacturing Industries (briefly described) or motivation to not cooperate.

Laboratory BioTehna

Collaboration between BioTehna - Open platform for artistic research into living systems (Kapelica Institute)’s artist and PhD in Biomedicine Špela Petrič and Kambič d.o.o. - Laboratory & process equipment’s director Gorazd Kambič.

The inspirational laboratory BioTehna (2012) focuses on the artistic research of living systems. BioTehna is a place to perform



experiments and investigate fascinating correlations between nature and technology. The wet-lab where the artistic research of living systems takes place has been upgraded with the Vivarium (2017), where authors explore the co-dependency between animals, plants and robots. In BioTehna artists and scientists creatively and innovatively merge living systems with electronic technologies and their results encourage thoughts and awareness of the digitalized life, which awaits us in the near future.

Project was partly co-financed by STARTS - initiative to promote inclusion of artists in innovation projects (starts.eu) funded in H2020 Programme of the European Commission in the framework of STARTS (Science, Technology and the ARTS) initiative of the DG Connect

E-shop / alternative home delivery solution

Collaboration between the Academy of Fine Arts and Design MA students of industrial design, mentors and Revital (subsidiary of Talum group - Aluminum Factory).

E-shop and home delivery are continuously growing in Europe and rest of the world and are becoming one of the most important ways of purchasing good. Methods of physical distribution and delivery of goods play an important role and is at the forefront of finding better alternative solutions to existing ones. Optimization of processes (using know-hows from advanced manufacturing industries), reduction of costs and customer demands of fast delivery, require new, innovative approaches to building efficient user-friendly solutions with higher security and flexible functionality.

Talum's strategy was to focus intensively on developing and producing innovative high added value products and services. Collaboration was developed in three phases (analytical phase, development and testing concepts and prototyping) and resulted in creation of 11 alternative concepts ranging from optimization of e-shopping processes, packaging, better control and tracking of deliveries, 24h home delivery, van alternatives in final package transport from dispatch center to customer.



RogLab open: Active aging

Collaboration between RogLab and Centre for Creativity under the auspices of the Museum of Architecture, Ljubljana (MAO), along with partners, the Faculty of Natural Sciences and Engineering and the International Centre for Graphic Arts

Active aging was a creative challenge for designers and engineers (linking design, IoT and robotics). The challenge was to design a socially conscious solution enabling people over the age of 70 to lead active and independent lives at home or in public spaces, be it indoors or outdoors. The winning prototype of 2019's workshop, the Intergenerational Playground Toy, was designed and made by André Vanzolin from fablab Feb360° from Brazil. It is as an interactive game for one or more users, that helps train concentration and coordination and presents a fun challenge for people of all ages and a range of physical and cognitive abilities.

Red Dot

Red Dot was for the first time given as award in 1992 (new brand upgraded from design awards given by German Design Zentrum Nordrhein Westfalen from as early as 1955) and has since become established internationally as one of the most sought-after seals of quality for good design. With more than 18,000 entries yearly from design professionals, companies and organisations from over 70 countries, the Red Dot Award is now one of the world's largest and the most renowned design competition. One of the jury members for the Red Dot award is Slovenian designer and professor at Academy of Fine Arts and Design, University of Ljubljana, Jure Miklavc.

In 2019, 10 Slovenian products received Red Dot product design award.

Full list of products and recipients:

Collodi chair (Donar), Dawn light (Intra Lighting), Biba light (Intra Lighting), Nektar Nature stand (Nektar Natura), Tumble dryer ASKO T600HX (Asco Appliance AB), Induction heater Simplicity 2.1. (Gorenje), Kitchen composter Bokashi Organko 2 (Plastika Skaza), Doors Pirnar Theatrica (Pirnar), Exhaust system Akrapovic Evolution Line for BMW S1000RR (Akrapovič), Sailing pants ATLAS (Sandline)



In 2018, 12 Slovenian products received Red Dot product design award.

Full list of products and recipients: Element skis (ELAN), Kraftgrip SilentGear screwdriver (OPLAST), WaveActive washing machine (Gorenje), WaveActive tumble dryer (Gorenje), Exhaust system Slip-On Line for Ducati Multistrada (Akrapovič), Grand Prix Racing Car toy (Wilsonic Design), Gina Coffee Maker (ZkotZ), Built-in refrigerator KD84178AF (ATAG Nederland BV), Built-in freezer KD84178AF (ATAG Nederland BV), Modular medical diagnostics mTABLET ECG, Geolux Plain I LED street light (Geoenergetika) and Electronic paper screen Place & Play (Visionect).

Best practices

1. KCDM - Competence centre for design management

www.design-management.si

Foundations for KCDM were set in the OP (Operational programmes) and initiated as a pilot program for introducing potentials and the benefits of design and design management to Slovene companies, initiated by the design agency Gigodesign.

Actors:

Initial funders of KCDM were European Social Fund and Ministry of Labour, family, social affairs and equal opportunities. Project was operated by Ministry of economic development and technology and Public Scholarship, Development, Disability and Maintenance Fund.

Goals:

The second generation, the KCDM 2.0 acts as a reference partner in the management of design processes and connects a total of 37 Slovenian companies who see a close integration of design in their business processes and strategies as an opportunity to stand out from the competition and increase the added value of their products. KCDM 2.0's two programmes and connects 17 partners - companies already participated in KCDM 1.0 (advanced) and 20 new partners - companies (basic).

KCDM 1.0 received DMI Design Value Award by Design Management Institute and HRM Magazine Award (both 2016).

KCDM 2.0 concept of good practice include 2,5 year initial and 3-year advanced program, based on actual projects and products developed in partner companies.

Program spans to different employees in the company. Duration of the programmes, diversity of sectors and hands-on approach to actual challenges and development enhance possibilities for participants to internalise design management processes.

2. ALUO - Thinking the conditions of our time: Slovene participation in the XXII Triennale di Milano

The project "Thinking the Conditions of Our Time" was selected by the international curatorial commission to participate at the XXII Triennale di Milano, Broken Nature: Design Takes on Human Survival, curated by Paola Antonelli with Ala Tannir, Laura Maeran, and Erica Petrillo. The international participants have responded to questions and issues surrounding the concept of a "broken nature," providing insight into alternative understandings of our relationships with the environment that we live in and shape.

The Slovenian exhibition claimed that millions of years of evolution have provided nature with fully sustainable, self-sufficient, highly functional systems such as mycorrhiza, pollination, evapotranspiration, and symbiosis. Nevertheless, the project did not aspire to rote imitation but aspiration to rethink our processes. And in contrast to the current prevalent approach, wherein technology is elevated above nature, the selected Slovenian projects utilized natural processes as the basic parameter and foundation for sustainable and social design.

The exhibition was accompanied by the book "Thinking the Conditions of Our Time", which included texts by authors such as Alain Badiou, Ashley Dawson, Tony Fry and Slavoj Žižek.

Actors:

The concept was prepared under the mentorship of Assist. Prof. Barbara Predan by 11 industrial design postgraduates at the Academy of Fine Arts

and Design of the University of Ljubljana. Exhibited projects by artists and companies included: Darja Fišer and the community of volunteers (Crops-2-Swap), Oloop in collaboration with the Humanitarian Charity Society Up (Revealed Hands), Marjetica Potrč and OOZE (Of Soil and Water: King's Cross Pond Club), Trajna Collective (Symbiocene), Matea Benedek (Sustainable Luxury), Tlakovci Podlesnik (Photoactive Paving Stones), Urban Beekeeper Society (Rent a Beehive), Balanca (REsense)

Goals:

- To rethink our notion of time, about the capability of gaining more time in an age in which, for the human species, time is increasingly restricted
- To rethink the way humans manipulate our environment

- To establish new criteria to evaluate design. The project proposed that every design should - on one hand - thoroughly understand how interdependent our human activities are with the nine planetary boundaries which constitute our ecosystem. And the same goes for our need to be actively aware of our “social foundation”

3. POLIGON - CREATIVE CENTRE

www.poligon.si

Poligon is a training ground for creative communities and self-employed operating in the field of creative economies, social entrepreneurship and culture. Community based, Poligon - institute for development of creative industries has been founded in 2012, developed as a response to the economic downturn and increasing precariousness of young creative professionals.

Actors:

Cofounders of Poligon are informal and private initiatives such as Slovenia Coworking, Slovenia Crowdfunding, Creative zone Šiška (Rompom) and Ljudje.si opening space in 2014.

Goals:

- Community building for creative freelancers
- Coworking - offering 800m2 working space in Ljubljana together with all the necessary infrastructure
- Empowering self-employed by organising regular lectures and workshops on creative economics and social entrepreneurship
- International exchange programme

4. BRUMEN FOUNDATION

www.brumen.org

With the Brumen Biennial of Slovenian Design - the central event in the field of visual communication design in Slovenia - and the Brumen awards - the highest national professional recognitions in visual communication design - the Brumen Foundation's international jury awards excellent Slovenian designers, top quality of Slovene visual communication design and clients that recognise design as an important competitive advantage. The foundation is named after Jože Brumen (1930-2000), Slovenian pioneer in the field of visual communication design.

Actors:

The Brumen Foundation is headed by the management board, comprised of seven members including the president of the Foundation. The board of trustees is

comprised of representatives of the Brumen Foundation, the founding company Riko d.o.o. and two independent designers.

Goals:

- Encouraging a critical reflection of visual communication design
- Promoting excellence in design and awarding exceptional projects, their authors and the businesses investing in design
- Organising exhibitions, publishing catalogues and monographs relating to the exhibited authors

5. FUTURE ARCHITECTURE PLATFORM

<http://futurearchitectureplatform.org>

Future Architecture is the first pan-European platform of architecture museums, festivals and producers embracing a wide range of emerging talents. The Future Architecture platform introduces and celebrates innovation, experimentation and the ideas of a generation that will design the architecture and build Europe's cities in the years to come. It promotes European innovation, architecture, culture, knowledge and social capital through a single common platform.

Actors: 20 organisers from 16 countries are creating a pan-European programme, tour emerging creators and present their ideas at exhibitions, conferences, lectures and workshops, in books and on the web.

Goals:

- highlighting the emerging generation of talents in various disciplines and explore and share their ideas about the future of cities and architecture;
- making complex issues of architecture comprehensible to everyone, and promoting a more sustainable living environment;

building a Future Architecture European Quality label, which recognizes organisers who work with aspiring emerging talents and show their commitment to the platform objectives.



Challenges

1.	COMMUNICATION - different (professional expert) language - learning time is needed in order for CCI and AVM to understand each other
2.	RESULTS/BENEFITS ARE DIFFICULT TO MEASURE - consequently it is hard to convince AVM to collaborate, provide financial support or to invest in CCI projects
3.	SECTORS ARE FRAGMENTED - multiple non-connected small enterprises, lack of mapping
4.	LACK OF SYSTEMATIC FUNDS / FINANCIAL SUPPORT IS NOT SUFFICIENT - one-time only funds, insufficient funds for CCI and AVM sector (engineers expect higher salary than creatives), limited funds for educational departments working with AVM, research and facilitators services are not supported
5.	COMPETENCES - AVM do not have competence in marketing (products). CCI do not have competence in product manufacturing processes and/or understanding how to market their services

Opportunities

1.	COMPETING GLOBAL MARKET - highly innovative products and processes are needed to compete on a global market.
2.	NATIONAL/REGIONAL STRATEGY DEVELOPMENT - CCI & AVM collaboration have very high potential for development. National/Regional strategy would enable different sector government bodies to work together on same goals. The potential is also recognised by EU, which is inclined to KKI and AVM cooperation and will support this kind of collaborations in the future.
3.	ESTABLISHMENT OF EDUCATION INSTITUTIONS & PROGRAMMES / CAPACITY / COMPETENCE BUILDING / INVESTING IN PEOPLE RATHER THAN IDEAS - to support systematic competences building of CCI and AVM and their collaboration (on all levels of development). To provide skills for competing on global markets as well as to encourage the need to develop socially responsible projects, products and services. To systematically support collaboration, and development of products in all phases of research and production. To provide facilitators (connectors and intermediators) between sectors, in order to encourage more, better and sustainable connections.
4.	EU SUBSIDIES - In next years more support for collaboration between CCI and AVM is planned. Pilot project such as 2019's "Platform(s) for cultural content innovation" are already being tested.



5. FAILURE AS A SERVICE (FaaS) - was highlighted in a Forbes article as one of the top 10 trends in digital transformation in 2018. Artists working in the field between art and technology can predict future developments before they occur and help recognize future failure of product development in early (conceptual) phase. According to Forbes: “failing fast is becoming one of the most important elements of success in today’s quick-moving digital transformation environment”.