



**CRE:HUB**  
*Policies for Cultural Creative Industries: the hub for  
innovative regional development*

**ACTION PLAN: LJUBLJANA URBAN REGION**



## 1. GENERAL INFORMATION

|                                    |  |
|------------------------------------|--|
| <b>Project</b>                     | CRE:HUB  |
| <b>Policy instrument addressed</b> | Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020: Investment priority: 3.1. Dynamic and competitive entrepreneurship for green economic growth with the two specific objectives: Specific objective 1: Promote the creation and activities of new enterprises, especially start-ups, Specific objective 2: increase the added value of SMEs. |
| <b>Partner organisation</b>        | Regional Development Agency of the Ljubljana Urban Region  |
| <b>Country</b>                     | Slovenia   |
| <b>NUTS2 region:</b>               | Zahodna Slovenija  |
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## 2. INTRODUCTION

### 2.1 CRE:HUB project

CRE:HUB project brings together eight regions that consider Cultural and Creative Industries (CCIs) a strategic sector of development and want to create new enterprises and to support the existing ones working in this field. Even though cultural and creative industries (CCIs) are a relatively new concept in the European Union (EU), they appeared at the beginning of the 21st century in most countries. The role of CCIs serves as an important driving element in economic and innovation development<sup>1</sup>.

CCIs are facing many problems, among others:

- CCIs have difficulties in access to credit and lack resources to enhance their competitiveness on the global market, build effective partnerships, extend their activity to other countries.
- CCIs represent an innovative branch of business and have the potential to increase regional competitiveness and job creation capacity.

The research analyses completed in the framework of the CRE:HUB project demonstrate that the common challenges in the partner regions are mostly related to such issues as limited export performance, lack of managerial skills and experience to commercialise creative ideas, lack of financial resources that aid CCIs in enterprise growth (e.g. from self-employed unit to small or medium enterprise) difficulties in access of finances specific for CCIs, and poor cooperation between various CCIs stakeholders and others. Nevertheless, CRE:HUB project partners confirm that there is no one-size-fits-all picture of the CCIs as its individual sub-sectors are very heterogeneous in terms of company structures, employment, turnover, markets and business models, etc.<sup>2</sup>

The CRE:HUB project is implemented in two phases:

1. Exchange of experience (Phase 1: April 2016 - September 2018): Partners, experts, and stakeholders are learning one from each other. The project is oriented to whole regional CCIs policy and productive systems. The main activities are:
  - i. Production of regional analysis including:
    - characteristics of CCI
    - stakeholders identification
    - SWOT analysis
    - Regional policy and innovation strategy for smart specialization (RIS3)
    - identification of regional best practices and lessons learned
    - preparation of the Action Plan
  - ii. Local stakeholder group establishment and their involvement in
    - regional analysis assessment

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<sup>1</sup> There is no universally accepted definition of cultural and creative industries (CCIs) due to its differing application and wide coverage over varying sectors. Policy makers, researchers and experts across the world apply diverse definitions and different activity areas (sub-sectors) that CCIs cover. Moreover, the fast-changing and interdisciplinary nature of the CCIs sector, the rapid development of technologies (digitalisation) and emergence of new sectors make it even more difficult to define CCIs as well.

<sup>2</sup> CRE:HUB (2018), Cultural and Creative Industries Joint Report.

- barrier and solution matrix definition
  - study visits to learn to share experiences and results with other regions involved
  - roadmap definition to develop Action Plans for improving cultural and creative industries (CCI) in their regions
2. Action Plans implementation (Phase 2: October 2018 – September 2020): Each region will improve eight programmes for Investment for Growth and Jobs that will concretely result in improvements of the management of policy instruments and in the implementation of new projects Policy changes will be tailored to meet specific CCIs needs.

According to the Interreg Europe Programme Manual, each region involved in the cooperation project produces an action plan, specifying what will be done in the region to ensure that the lessons learned from the cooperation project are put into action. An action plan is a document providing details on how the lessons learned from the cooperation will be implemented in order to improve the policy instrument tackled within a given region. The document specifies the nature of the actions to be implemented, their time frame, the players involved, the costs (if any) and funding sources (if any).

The content of the Action Plan of the LUR is based on:

- analysis of the policy instrument,
- description of the national/regional context,
- description of the CCIs support in the policy instrument,
- experiences gained in other projects,
- exchange of knowledge in the form of study visits, results of the peer reviews,
- good practices (CRE:HUB, INTERREG Europe, others)
- workshops (focus groups, interviews, etc.) with stakeholders.

The elaboration of the Action Plan has been carried out with the support of an external expert (Institute for Economic Research, Ljubljana). The starting point is State of the Art Analysis of CCIs and the Roadmap: Culture and Creative Industry Strategy in Slovenia. The elaboration of the Action Plan is the result of extensive debate (workshops, focus groups, interviews, etc.) with stakeholders (business sector, policymakers, university/research institutes, NGOs, stakeholders from the CCI sector).

## 2.2 Summary of CRE:HUB project findings in Slovenia

In Slovenia, there is no official definition of CCIs. The National Programme for Culture 2014-2017<sup>3</sup> refers to the definition from the EC Green Paper discussed above. However, in a statistical analysis of the CCIs prepared by the Ministry of Culture of Slovenia<sup>4</sup>, the scope of CCIs is not in line with this definition since it does not include advertising and computer programming. Therefore, within the regional CRE:HUB State of the Art Report, the LUR project partner adopted the new approach (including a selection of the NACE codes) from the EC's last study on CCIs: "Boosting the Competitiveness of Cultural and Creative Industries for Growth and Jobs."<sup>5</sup> The core CCIs comprising

<sup>3</sup> Ministrstvo RS za kulturo: Nacionalni program za kulturo 2014-2017: Pot do novega modela kulturne politike.

<sup>4</sup> Stepančič, L. ed. (2011): Kulturne in kreativne industrije po slovensko. Ministrstvo RS za kulturo.

<sup>5</sup> European Commission (2016), Boosting the Competitiveness of Cultural and Creative Industries for Growth and Jobs.

the 11 subsectors: Advertising; Architecture; Archives, libraries, cultural heritage; Books & press; Cultural education; Design & visual arts; Music; Performing arts & artistic creation; Radio & TV; Software & games; Video & film.

Ljubljana Urban Region has the most developed economy of Slovenia, most of the country's human resources, infrastructure and business sector, including CCIs, are located in the capital Ljubljana. Its central geographic position serves as an economic and cultural hub at national and EU level. Regionally, the share of CCIs SMEs and the share of employed in CCIs SMEs are significantly larger in LUR than in the rest of Slovenia. Also, the concentration of CCIs around the capital city reflects a preference on the part of creative people to settle in Ljubljana especially as most national cultural institutions are located in Ljubljana. It has been estimated that around 60% of all Slovenian cultural events, infrastructure and people working for the cultural sector are concentrated in Ljubljana.<sup>6</sup> All the major faculties of the University of Ljubljana are located in the capital city, and the major companies from other business sectors concentrate in the capital city as well.

Slovene CCIs play a significant role in contributing to the success of the economy. CCIs represent almost 9% of all businesses the Republic of Slovenia and employ more than 3% of all employees in the year 2015. The role of CCIs is even more important in the Ljubljana urban region (LUR) since they represent more than 11% of all businesses and employ more than 4.5% of all employees. In the LUR is concentrated more than 40% of all enterprises in the field of CCIs in Slovenia. CCIs are of particular interest because they are one of the fastest growing sectors in the world and are expected to be resistant to the recession. Unfortunately, the recent analysis showed that in Slovenia this is not so and that the CCIs during the crisis fare even worse than the average. In the period from 2009 to 2015 both total revenue and number of employees in CCIs steady decreasing trend. These facts show the particular importance of supporting CCIs in Slovenia and the LUR. There is no one-size-fits-all picture of the CCIs as its individual sub-sectors are very heterogeneous in terms of company structures, employment, turnover, markets and business models, etc.

CCIs in Slovenia and in the LUR are facing different development issues as administrative barriers, unfavourable tax and labour legislation, lack of policy support (absence of strategic documents and support policies), small market, low demand for innovative products, few competent intermediaries, lack of critical mass (orientation on domestic market only), absence of co-operation, lack of specialised educational programmes, lack of spaces for networking (coworking spaces), support institutions are not coordinated, low awareness about the role of CCI, limited export performance, lack of managerial skills and experience to commercialise creative ideas, lack of financial resources that aid CCIs in enterprise growth (e.g. from self-employed unit to small or medium enterprise) difficulties in access of finances specific for CCIs, poor cooperation between various CCIs stakeholders and others.

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<sup>6</sup> Murovec, N., Kavaš, D. (2010), *SWOT Analysis – Status of the Creative Industries in Ljubljana*, Ljubljana: IER. Available at: <http://www.rcke.si/media/datoteke/03-SWOT-analysis-Ljubljana-s-povzetkom-v-SLO-2012.pdf>.

### 2.3 Main priorities where to focus efforts

Slovene Action Plan focuses on the initial policy instrument addressed. The targeted policy document (instrument) is the Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020: Investment priority: 3.1. Dynamic and competitive entrepreneurship for green economic growth with the two specific objectives: Specific objective 1: Promote the creation and activities of new enterprises, especially start-ups, Specific objective 2: Increase the added value of SMEs.

Nevertheless as already stated in the Application Form the targeted instrument is very broad. The policy instrument states that Slovenia lags behind in entrepreneurial dynamics because a satisfying entrepreneurial culture is lacking. Therefore the document aims at improving the support environment for the development of new enterprises (start-ups). Within such aim, the establishment of clusters and further development of support environment is necessary. The policy is relevant for business in general and the creative sector as well. Since the identified policy instrument is a broad document, it does not address subpolicies at the sector level, specifically at the creative sector level. The creative sector would need a subpolicy addressing its needs and potentials directly. Therefore the result of the process is a draft sub-policy document (CCIs strategy) prepared in the form of the Roadmap. The Roadmap includes all measures that should be implemented to support CCIs in the next years (general approach) in order to unlock the potential of cultural and creative industries in the LUR and Slovenia. The main goals of the Roadmap are the following:

- Improving business environment for developing CCIs in Slovenia and the LUR,
- Competitive and exporting CCIs,
- Bridging CCIs with the rest of the economy and society.

Based on the Roadmap and discussion with stakeholders the Actions Plan of the LUR has been prepared. The Action Plan includes specific actions that represent the implementation of the Roadmap and on which RRA LUR is having direct influence (actions implemented by the RRA LUR) or indirect influence (actions implemented by the Centre for Creativity and the Ministry of Culture of the Republic of Slovenia) due to the involvement of the Ministry of Culture, Centre for Creativity, Government Office for Development and European Cohesion Policy and Ministry of Economic Development and Technology in the CRE:HUB project (study visits, results of the peer reviews, good practices presentations, workshops with stakeholders). Actions proposed will in the first place influence and improve parts of the policy instrument and other parts of the OP, but the Action Plan also includes activities financed from other projects that will support CCIs in the next two years.

The priority actions proposed are the following:

1. Capacity building of students and creative professionals
2. Development of support programmes for coworking spaces
3. Establishment of the creative incubation programme

### 3. PRIORITY ACTIONS

#### 3.1 POLICY CONTEXT

The Action Plan aims to impact:  Investment for Growth and Jobs programme  
European Territorial Cooperation programme  
Other regional development policy instrument

Name of the policy instrument addressed: Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020: Investment priority: 3.1. Dynamic and competitive entrepreneurship for green economic growth with the two specific objectives: Specific objective 1: Promote the creation and activities of new enterprises, especially start-ups, Specific objective 2: Increase the added value of SMEs.

Representatives of the Government Office for Development and European Cohesion Policy (Managing Authority), Ministry of Culture and Ministry of Economic Development and Technology were present in the activities of CRE:HUB project throughout the whole process. They participated at the study visits, peer reviews and exchange of experiences at the interregional level. It is especially important that they were part of the stakeholder group that was formed in the framework of the project and were actively involved in the co - creation of all the documents produced (active participation at many meetings and workshops organised during the project). Their inputs to the documents present the added value for the project and make the implementation of the action plan feasible. The aim of the closing policy workshop (organised on the 18th May 2018 for the representatives of the Ministries) was to verify the activities that can be integrated to the action plan and implemented further on. The representatives of the Ministries are therefore fully aware of the process of the CRE:HUB project and support the content of the action plan to the full extent.

## 3.2 DETAILS OF THE ACTIONS ENVISAGED

### ACTION 1: CAPACITY BUILDING OF STUDENTS AND CREATIVE PROFESSIONALS

#### The background

CCIs require a highly specialised workforce with competencies ranging from entrepreneurship, technical and traditional skills and crafts to digital skills. Digital technology is transforming the ways in which creative content and creative products are generated and distributed. Therefore people employed in CCIs need a combination of digital, creative and project-related skills in addition to any specialist job-related experience (“Tskills”). Skills are important for employed, but also for new entrants.

Capacity building of the CCIs is vital because the operational environment in the sector is undergoing rapid and strong structural change. Therefore, capacity building is one of the key areas of policy support for increasing CCI competitiveness.<sup>7</sup> Capacity-building policies are absolutely necessary in order to familiarise professionals in CCIs with innovation processes and how they can benefit from them.<sup>8</sup> According to the CRE:HUB State of Art Joint Report, rapidly changing technological environment to which CCIs micro-businesses and SMEs might not have an adequate capacity and skills to adapt to.

Across many sectors of the CCIs in Slovenia and LUR there are skills shortages, especially in the business skills (business models, management, financing). Poor marketing and business management skills, lack of specialised educational programmes, lack of interdisciplinarity and educational system is not fostering creativity have been identified as weaknesses in the State of the Art of CCIs sector in the LUR as well as pointed out in numerous occasions by the stakeholder group. The weaknesses identified will be tackled by the Capacity building of students and creative professionals (Action 1) and two other actions of this Action Plan (Actions 2 and 3).

The elements of good practice RaPaPro (presented in the CRE:HUB project) are used as an example to develop the following activities. RaPaPro is a creative partnership programme, which facilitates collaboration among vocational, cultural education institutions (involving art, design, music and dance schools), municipalities, business, social groups and other representatives of society in order to bring the creative ideas into “life”. Based on implemented projects students gained significant knowledge and skills in the process of management, business (what the cooperation between client and contractor really means), the creation of new ideas, “creative thinking”. RaPaPro programme served as a good practice for the elaboration of the Activity 2: Supporting joint projects between faculty, research organisation and companies, because co-operation between students and end-users on joint projects are important for students in order to get experience on the real market. Students get skills and knowledge and end-users get new ideas/projects/services. The students may look at the daily routines of an end-user business with fresh eyes, may offer new knowledge about the solution of a problem or

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<sup>7</sup> European Commission (2016), Boosting the Competitiveness of Cultural and Creative Industries for Growth and Jobs.

<sup>8</sup> European Commission (2018), The role of public policies in developing entrepreneurial and innovation potential of the cultural and creative sectors: Report of THE OMC (Open Method of Coordination) working group of Member States’ experts – Study.



maybe a new employee in the organisation. Nevertheless, it has to be mentioned that there are a few good practices of support infrastructure (Startup Lisboa, Albacomp Innovation Centre) where capacity building is part of comprehensive support.

## **Action**

The Action 1 consists of activities implemented and financed from two different projects and the 2014-2020 OP:

- Activity 1: Training of creative professionals and students
- Activity 2: Supporting joint projects between faculty, research organisation and companies
- Activity 3: Scholarships for young creatives

### ***Activity 1: Training of creative professionals***

As part of the Activity 1, creative professionals and students will be trained. Training will be focused on reading, writing, translating and storytelling. In 2015 Ljubljana received the prestigious title "The City of Literature" by UNESCO for its rich literary heritage and vibrant contemporary literary scene and was also awarded with the titled "The World Book Capital 2010". Implementation of a 1-year support program in the field of writing (workshops, a mentoring program and various presentation events of the participants in the program) will be aiming at the young people aged 15 to 29 who encounter writing in various fields such as writing poetry, fiction, non-literature, journalism, creative writing. This activity will set the ground to develop mechanisms in the long run. A creative writing programme at the university level (Faculty of Arts, University of Ljubljana) is foreseen to be implemented on the grounds of this activity.

## **Players involved**

Zavod Divja misel, RRA LUR, Institute for Economic Research

## **Timeframe**

2018-2019

## **Costs**

Estimation: EUR 15,000

## **Funding sources**

- Interreg CENTRAL EUROPE
- RRA LUR
- Municipality of Ljubljana

## **Indicators**

Output indicators:

- Number of participants: 100
- Number of hours of delivered "Training": 150

## ***Activity 2: Supporting joint projects between faculty, research organisations and companies***

### **Action**

As part of capacity building action cooperation between students of Academy of Fine Arts and Design (University of Ljubljana) and companies from the Paper and Packaging Industry will be established based on open-innovation practices. The area of cooperation is the revitalisation of the traditional industry with the establishment of the open innovation framework. This activity presents the opportunity for students to transform theoretical knowledge into practical business activities and for the businesses, collaboration with students is an excellent way to benefit from interactions between science, arts and technology. As a result of cooperation new products, services, business models and brands will be developed. The cooperation will start with the presentation of companies to students, focused on production and technological capabilities, followed by the development of concepts, prototyping and testing. The best prototypes will be presented at exhibitions and domestic/foreign fairs.

Activity is divided in two phases: 1 Phase presents the development process (the result are the prototypes), 2 Phase presents the promotion of the results and internationalisation.

### **Players involved**

RRA LUR, Academy of Fine Arts and Design University of Ljubljana, Pulp and Paper Institute, companies, InnoRenew II

### **Timeframe**

2018-2020

### **Costs**

Estimation: EUR 60,000

### **Funding sources**

HORIZON 2020

## Indicators

Output indicators:

- Number of joint projects: 10
- Number of the international audiences: 1

### **Activity 3: Scholarships for young creatives**

As in other CRE:HUB regions CCIs are the industries built by small businesses (individuals, micro-business and SMEs), which are having the limited financial capacity and are having problems in attracting new talents with industry-relevant skills. Therefore in the next years, the Regional Scholarship Scheme of the Ljubljana Urban Region will also be focused on CCIs. The scheme is based on a partnership between the Regional Development Agency, companies in the region and the state. The scholarship grant consists of two parts: Part 1: provides RRA LUR in the amount of 50% of the awarded scholarship grant (but not exceeding 30% of the minimum wage), and the rest of the staffing grant is provided by employers in which the staff fellows are recruited (Part 2). As part of the scheme, students receive on-the-job training at a company that co-finances the scholarship.

## Players involved

RRA LUR; The Ministry of Labour, Family, Social Affairs and Equal Opportunities; companies

## Timeframe

2018-2020

## Costs

Estimation: EUR 40,000

## Funding sources

Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020

## Indicators

Output indicators:

- Number of scholarships: 4

## **ACTION 2: DEVELOPMENT OF SUPPORT PROGRAMMES FOR COWORKING SPACES**

### **The background**

CCIs professionals need basic infrastructures in which they can develop their activities, implement their creative and artistic ideas or engage with the audience. In order to increase the capacity of CCIs to experiment, innovate and grow, there is a need to promote the development of an appropriate infrastructure at local, regional and national levels, contributing to the emergence of creative communities. CCIs need networking and collaborative spaces, especially freelancers and microenterprises. Infrastructure enables a pool of knowledge and resources. Multi-disciplinary environments enable cluster with academia and other economic sectors.

As high-tech sector gravitates towards technology parks, it seems that CCIs is keener on less formal coworking spaces. Locally various coworking spaces, institutionalised and non-institutionalised are performing the role of incubators in CCIs. These spaces are becoming platforms for new ties development between different creative communities, enterprises and individuals. They open up a possibility of new forms of temporary cooperation between enterprises that deliver emergent reality which only new teams are capable of. That presents an ideal environment for the development of new products and services. As CCIs is project-oriented, teams integrate and disintegrate at a relatively fast pace. Space is often the only stable tie between creative enterprises. As the only stable tie between enterprises, it has an internal tendency of becoming a platform. Additionally, CCIs, particularly in the form of coworking spaces often provide new content for underused buildings, in particular, cultural heritage sites providing leverage for local economic development, urban regeneration, territorial and regional attractiveness and rural development. At the moment this creative reuse of such buildings has not been supported by any kind of policy measures.

The CRE:HUB good practice LX Factory is related to the creative regeneration of cultural heritage buildings and the establishment of coworking spaces (example for the Activity 1 of this action). It presents the revitalisation of the former factory in the Lisbon area of Alcântara, comprising ten buildings ranging from one to five floors. In 2008, the complex was turned into a creative island for enterprises and professionals, also serving as a stage for a diverse set of happenings related to fashion, advertising, communication, fine arts, architecture, music, etc. Today, space is home to more than 200 businesses ranging from cafés, restaurants, design houses, showrooms, shops, offices, commercial spaces to other projects that link directly to space's unique cultural and artistic standing. LX Factory is an important cultural heritage regeneration project in the European terms. Therefore its transferability is limited. Nevertheless, it shows that cultural heritage buildings could serve as coworking space and that supporting programme and management of the location are important factors of successful regeneration.

## Action

The action consists of activities implemented and financed from different projects:

- Activity 1: Development of the historical Vodnikova domačija writers hub
- Activity 2: Creative voucher's scheme for coworking spaces

### ***Activity 1: Development of the historical "Vodnikova domačija" writers hub***

A part of "Vodnikova domačija" (owned by the Municipality of Ljubljana, managed by Divja misel institute) will be revitalised as a Writers Hub (physical investment and renovation). A common space, which will offer flexible tables and software equipment, would be available to members of the writer's community and anyone who is engaged in creative writing. Establishment of 2 writing rooms responds to the need of the young people who work in this field. The renovation includes the establishment of three permanent seats in a common Writing Room (30 m<sup>2</sup>) and a single Writing Room (7 m<sup>2</sup>), located on the second floor of the main building. The investment will consist of wooden floor restoration, heating electric plugs, technical equipment and furnishing.

### **Players involved**

RRA LUR, Divja misel, Municipality of Ljubljana

### **Timeframe**

2018

### **Costs**

Estimation: EUR 30,000

### **Funding sources**

- Interreg Central Europe
- Municipality of Ljubljana

### **Indicators**

Output indicators:

- Renewed cultural heritage spaces (in m<sup>2</sup>): 37

### ***Activity 2: Creative voucher's scheme for coworking spaces***

Coworking spaces are based on the values of openness, which is the core of this cooperative culture. At the forefront is the participating community that helps each other and potentially works together on projects. These spaces are invaluable for the development of the creative entrepreneurship. Therefore, the implementation of the support scheme for coworking spaces is the focus of this activity.

In the Activity 2 implementation of the new voucher scheme that would support the development of existing coworking platforms is planned. The vouchers will be available for the: 1) sharing of flex desk for six months for creative entrepreneurs, 2) for mentoring services that will enable the empowerment of young creative entrepreneurs and 3) for the development and implementation of programme modules. The vouchers will be set up in the range from 1,500 till 3,000 € and are designed with an aim to support the existing creative platforms with routed communities.

### **Players involved**

RRA LUR, coworking spaces

### **Timeframe**

2018-2019

### **Costs**

Estimation: EUR 20,000

### **Funding sources**

Interreg Slovenija - Avstrija

### **Indicators**

Output indicators:

- Number of coworking spaces providing support programmes for the creative sector: 7

## **ACTION 3: ESTABLISHMENT OF THE CREATIVE INCUBATION PROGRAMME**

### **The background**

Creative entrepreneurship is the practice of setting up a business – or setting yourself up as self-employed - in one of the sub-sectors of creative industries. The focus of the creative entrepreneur is the creation and exploitation of creative or intellectual capital.

Qualities of the creative entrepreneur are the following:<sup>9</sup>

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<sup>9</sup> <https://www.britishcouncil.pl/en/programmes/arts/yce-competition/definition-creative-entrepreneur>.

- Entrepreneurial ability (risk-taking, passion for their creative sector, corporate skills, interpersonal skills).
- Innovation/development of new business models.
- Leadership ability/potential to change their sector.
- Market awareness and understanding.
- International outlook.

The level of entrepreneurship and its nature vary widely between the Member States, which means that there are diverse reasons for low enthusiasm in attaining an entrepreneurial career. In countries with high unemployment rates, and in particular for young people, being 'self-employed' or an 'entrepreneur' is often not a matter of choice and creators often live under precarious conditions. Creative start-ups may have a difficult time attracting a similar amount of attention and subsidies as, for example, technological start-ups, which, on the other hand, are not always more successful in terms of scale-up or sustainability.<sup>10</sup>

When starting a company in a cultural and creative sector, at the seed stage it will have to overcome the challenge of market acceptance and pursue a niche opportunity. At this stage, the focus is on matching the business opportunity with entrepreneurial skills, experience and passion. Other focal points include deciding on a business ownership structure, finding professional advisors and business planning. During this phase, it is crucial to develop entrepreneurial skills and to experiment. The educational system in Slovenia does not provide the necessary focus on entrepreneurship and innovation. The right support schemes can provide information on market research, business plan design, coaching and consulting on the right financial products, without it being a guarantee for success, as CCIs investments, in particular, remain highly unpredictable in terms of rates of return. CCIs need specialised consultancy services that take into account their specific operating models. Therefore adequate comprehensive support for young creatives is essential and needed in LUR and Slovenia.

There are two good practices, which were used as an example, identified in the CRE:HUB project. Startup Lisboa is an initiative of the Lisbon City Council, included in the wider strategic umbrella "Lisbon Creative City", and a part of the city's entrepreneurial ecosystem. It is now a part of an urban regeneration project for Lisbon's downtown area (Baixa), including the reuse of historical buildings. The most important incubator of the Lisbon network of business incubators, it supports entrepreneurs to develop business ideas that are innovative and ready for the market and attracts investment to support the growth of their business process. LIAA Creative Industries Incubator was established in November 2016 within the Investment and Development Agency of Latvia (LIAA) with the mission to support the creation of new and development of current creative enterprises in Latvia. CI Incubator offers two programmes: Pre-incubation (up to 6 months) – suitable for prospective and young creative entrepreneurs developing or improving the business idea, and Incubation (up to 4 years) – suitable for entrepreneurs with the clearly defined business idea. The program supports companies under 3 years.

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<sup>10</sup> European Commission (2018), The role of public policies in developing entrepreneurial and innovation potential of the cultural and creative sectors: Report of THE OMC (Open Method of Coordination) working group of Member States' experts – Study.

## **Action**

The purpose of the action is to promote entrepreneurship and opening of new businesses and creation of new jobs. The action aims at entrepreneurial training for people who want to realize an entrepreneurial idea (RRA LUR focus area is the cultural and creative sector).

In order to stimulate entrepreneurial activity and the successful development of business ideas, the substantial support will be available to participants from internal and external mentors, external experts and entrepreneurs. Participants will be selected on the basis of their business idea (following the selection procedure). According to the programme, several groups of participants will be involved in different educational modules for a period of 4 months. Participants will receive key skills in the field of entrepreneurship, to uptake the process from the business idea development to the creation of business model and business plan.

In addition, the project enables participants of the programme to use the physical infrastructure (premises, equipment) according to the principle of co-working (shared office and equipment sharing), which is provided by the RRA LUR. The workplace of the participants in the joint office, where different knowledge and experiences, the possibility of joint problem solving and the perceived joint business opportunities, lead to business cooperation.

## **Players involved**

RRA LUR

## **Timeframe**

2019-2020

## **Costs**

Estimation: EUR 150,000

## **Funding sources**

Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020

## **Indicators**

Output indicators:

- Number of persons included: 15

Result indicators:

- Number of new enterprises established: 5



#### 4. MONITORING OF THE ACTION PLAN

##### Output indicators

| Action | Indicator   |       | How    | Who         |
|--------|---|-------|--------|-------------|
|        | Measurement unit  | Value |        |             |
| 1      | Number of participants (training)   | 100   | Record | Divja misel |
| 1      | Number of hours of delivered "Training"   | 150   | Record | Divja misel |
| 1      | Number of joint projects  | 10    | Record | RRA LUR     |
| 1      | Number of international audiences   | 1     | Record | RRA LUR     |
| 1      | Number of scholarships  | 4     | Record | RRA LUR     |
| 2      | Renewed cultural heritage spaces (in m <sup>2</sup> )                           | 37    | Record | RRA LUR     |
| 2      | Number of coworking spaces providing support programmes for the creative sector | 7     | Record | RRA LUR     |
| 3      | Number of persons included  | 15    | Record | RRA LUR     |

##### Result indicators

| Action | Indicator                             |       | How    | Who     |
|--------|---------------------------------------|-------|--------|---------|
|        | Measurement unit                      | Value |        |         |
| 3      | Number of new enterprises established | 5     | Record | RRA LUR |

Date: 23th April 2019

Signature: \_\_\_\_\_

Stamp of the organisation (if available): \_\_\_\_\_

