

# METHODOLOGY FOR ACTION PLAN AND COCO4CCI NETWORK STRATEGY

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Deliverable D.T4.1.1  
Chamber of Commerce and Industry of Slovenia

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## 1. Purpose

The aim of the ‘Methodology document’ is to give advice and guidance on how to deliver the

- COCO4CCI action plans (D.T4.1.3) and including a perspective for the operation of the COCO4CCI network
- Stakeholder consultations at national level (D.T4.1.2)

It will explain the purpose and aim of the action plan, provide insight to using the business model canvas for building a business model for the operation of the COCO4CCI collider network at regional/national level and details the time table for reaching the expected results. In the annex are included templates for the two deliverables.

### Action plan

The action plan is one of the key element to make the results of COCO4CCI sustainable. The purpose of the action plan is to prepare a business plan for the operation of the COCO4CCI collider after project end, provide a perspective for the COCO4CCI network at regional and transnational level and foster cross-sectoral collaboration among CCI and AVM. The partners (business support and creative industry representative) in each regional or country will prepare an action plan together:

- Poland: NCC and AS
- Germany: bwcon and HdM
- Slovakia: SBA and CIKE
- Austria: Biz-up and CREARE
- Slovenia: CCIS and RRA LUR
- Italy: SIAV and UNIVE

The action plan will describe the financial, institutional, HR and network resources of the tandem in each country/region to operate the COCO4CCI collider after project end to integrate the developed services into the organisations portfolio of activities and provide details on the plans for future activities. These activities will be developed in consultation and cooperation with stakeholders. The business model canvas (BMC) will be used to prepare the action plan and develop a sustainable business model for the operation of the COCO4CCI collider at regional/national level. CCIS supports the partners in preparing their actions plans with individual workshops, consultancy as well as by organising transnational exchange and networking activities.

### Stakeholder consultations

The aim of the stakeholder consultations is to present the business model of the COCO4CCI collider to key stakeholders, collect their feedback and get them involved in the planned activities.

## 2. Development of the Action Plan

We use the business model canvas (BMC) to develop the business model for the operation of the COCO4CCI collider after project end.



## The BMC










Designed for:


Designed by:

Date:


Version:

### The Business Model Canvas

<p><b>Key Partners</b> </p> <p>Who are our Key Partners?          Who are our key suppliers?          Which Key Resources are we acquiring from partners?          Which Key Activities do they perform for us?</p> <p><b>KEY RESOURCES</b>          Administration and finance          Production of the administrative by          Acquisition of partners' resources and activities</p>	<p><b>Key Activities</b> </p> <p>What Key Activities do our Value Propositions require?          Our Distribution Channels?          Customer Relationships?          Revenue Streams?</p> <p><b>KEY RESOURCES</b>          Production          Modern design          Infrastructure</p>	<p><b>Value Propositions</b> </p> <p>What value do we deliver to the customer?          Which one of our customer's problems are we trying to solve?          What bundles of products and services are we offering to each Customer Segment?          Which customer needs are we satisfying?</p> <p><b>KEY RESOURCES</b>          Innovation          Performance          Customer relationship          "Value Proposition"          Design          Architecture          Staff          Core technology          Intellectual property          Channels/availability</p>	<p><b>Customer Relationships</b> </p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them?          Which channels make us successful?          How do the relationships with the rest of our business impact?          How do they interact with the rest of our business?          How do they interact with us?</p> <p><b>KEY RESOURCES</b>          Channels          Distribution channels          Distribution network          Distribution          Distribution          Distribution</p>	<p><b>Customer Segments</b> </p> <p>For whom are we creating value?          Who are our most important customers?</p> <p><b>KEY RESOURCES</b>          Innovation          Performance          Customer relationship          "Value Proposition"          Design          Architecture          Staff          Core technology          Intellectual property          Channels/availability</p>
<p><b>Key Resources</b> </p> <p>What Key Resources do our Value Propositions require?          Our Distribution Channels?          Customer Relationships?          Revenue Streams?</p> <p><b>KEY RESOURCES</b>          Production          Modern design          Infrastructure</p>	<p><b>Channels</b> </p> <p>Through which Channels do our Customer Segments want to be reached?          How are we reaching them now?          How do our Channels integrate?          Which ones work best?          Which ones are most cost-efficient?          How are we integrating them with customer routines?</p> <p><b>KEY RESOURCES</b>          Innovation          Performance          Customer relationship          "Value Proposition"          Design          Architecture          Staff          Core technology          Intellectual property          Channels/availability</p>	<p><b>Cost Structure</b> </p> <p>What are the most important costs inherent in our business model?          Which Key Resources are most expensive?          Which Key Activities are most expensive?</p> <p><b>KEY RESOURCES</b>          Innovation          Performance          Customer relationship          "Value Proposition"          Design          Architecture          Staff          Core technology          Intellectual property          Channels/availability</p>	<p><b>Revenue Streams</b> </p> <p>For what value are our customers really willing to pay?          For what do they currently pay?          How are they currently paying?          How would they prefer to pay?          How much does each Revenue Stream contribute to overall revenues?</p> <p><b>KEY RESOURCES</b>          Innovation          Performance          Customer relationship          "Value Proposition"          Design          Architecture          Staff          Core technology          Intellectual property          Channels/availability</p>	

 **DESIGNED BY:** Business Model Foundry AG  
 The makers of Business Model Generation and Entrepreneur

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 **strategyzer**  
 strategyzer.com

Source: <https://www.strategyzer.com/canvas>

The BMC was invented by Alex Osterwald. It is used to describe, document, challenge or invent a new business model. It is structured in 9 building blocks as key elements of a business.

- Key partners
- Key activities
- Key resources
- Value propositions
- Customer relationships
- Customer segments
- Channels
- Cost structure
- Revenue streams

We use the BMC to structure and visualise the key elements of the business model for our action plan. Printed out in a large format or as online version, the canvas is used for a group of people to discuss the business model with post-its or notes.



The BMC and other canvases to visualise business processes are freely available at the website <https://www.strategyzer.com>

The BMC is well explained in youtube videos

- by strategyzer:

<https://www.youtube.com/watch?v=QoAOzMTLP5s> there are also short episodes for each block of the BMC

- or others: <https://www.youtube.com/watch?v=CakUeC1sCSs>

## Work flow

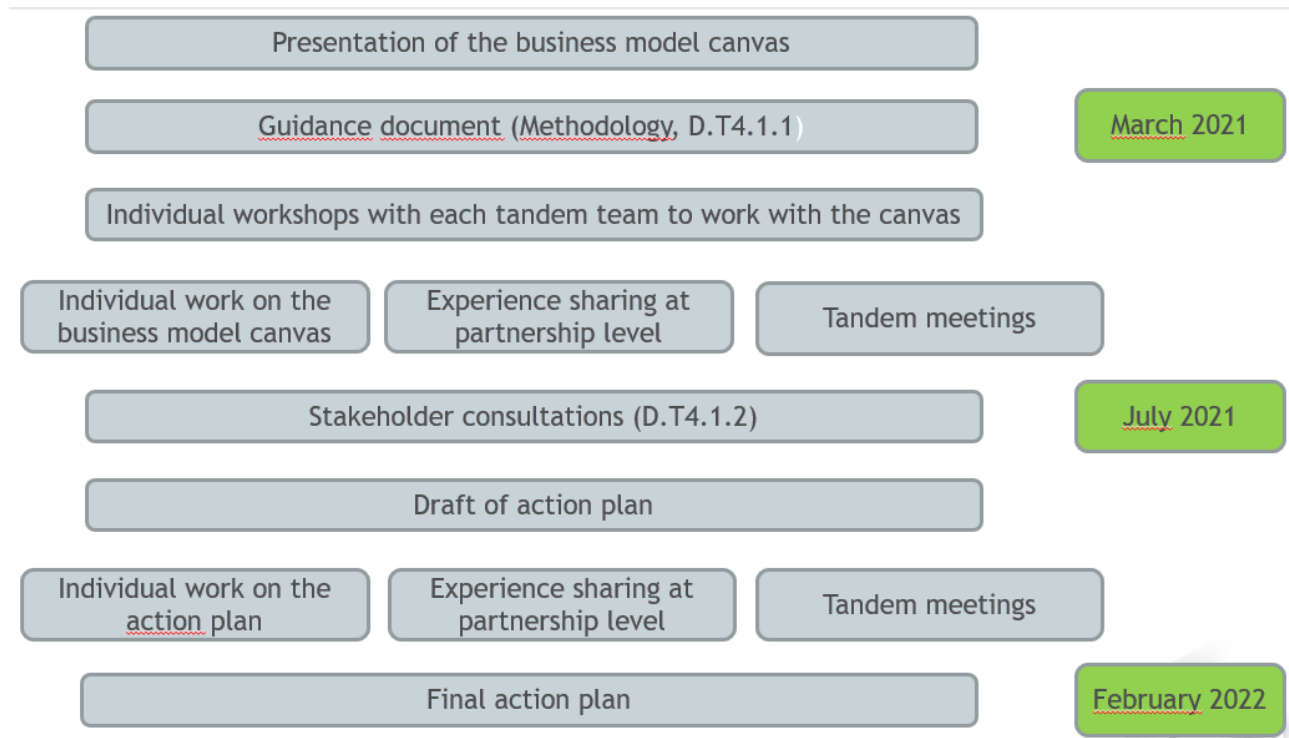
Even though the project will end in March 2022, it is important to start as early as possible with the action plan to ensure the sustainability of the projects results, especially the full integration of the developed services into the partner organisations and their network.

The work will be organised in the following steps:

1. The BMC will be presented to all partners at the partner meeting in March 2021.
2. Each partner will receive the BMC template in pdf format (along with this methodology document). We will create also for each tandem team a MURAL board with the BMC.
3. CCIS will organise with each tandem team an individual workshop to work with the BMC.
4. Each tandem team works on the BMC to create a sustainable action plan for the operation of the COCO4CCI collider. The teams are supported with additional individual meetings according to the partners needs and experience sharing at partnership level.
5. Stakeholder are consulted during the drafting process / the draft BMC is presented to them.
6. Partner prepare a draft of the action plan
7. Each tandem team works on the action plan, CCIS will organise transnational experience sharing and supports the teams with advice (individual meetings) if needed
8. Final action plan



Below is the time schedule for the



## Stakeholder consultations

Stakeholders or key partners are important to integrate the cross-sectoral collaboration in the business support environment for CCI and AVM. The partners will implement a stakeholder consultation and

- Ask for feedback
- Learn from and exchange with stakeholders
- Bring them on board and get them involved

Possible stakeholders are COCO4CCI's advisory board members, other business support organisations, other CCI hubs and actors, policy makers, companies or organisations from other sectors, academia representatives etc. The stakeholder consultation can be implemented via online meetings or events or, if possible as face2face activity. At least 15 stakeholders should be consulted per country/region. The consultation can be implemented as one event or in form of individual meetings or interviews.

The stakeholder consultation will be documented in a short report (annex) with the following information:

- Summary of the events and meetings with stakeholders (date and type of event)
- Description of the stakeholders consulted
- Description of the outcome of the consultation

## COCO4CCI network activities

The sustainability of the transnational COCO4CCI network shall be ensured with two activities.

The first activity is the initialising of transnational AVM and CCI partnerships. The partners will define the process to be implemented among the partnership to match CCIs with AVM companies ready to



collaborate with CCIs outside their home region or country. For this purpose, an interactive workshop will be organised with key partners to define the tools and task of the collaborating partners to bring the worlds of AVM and CCI together in a transnational context and manage their expectations.

The second activity is a workshop on future collaboration ideas. This workshop will help the partners to define areas of future collaboration and identify respective funding mechanism.

## Action plan

The action plan is one of the main outcomes of the COCO4CCI project. It will ensure the institutional and financial sustainability of the developed services after project end and offer a perspective for cross-sectoral collaborations in the future.

The action plan is structure in three parts:

- Introduction including a short project summary
- Presentation of the services developed, lesson learnt, and results achieved in the COCO4CCI project
- Presentation of the business model on how to sustain the services of the COCO4CCI collider at regional/national level
  - Key partners, key activities, and key resources
  - Value propositions
  - Customer relationships, customer segments and channels
  - Costs structure and revenue streams
- Other insights and comments

Each tandem team prepares one action plan together and commits to its implementation after project end. The action plan will follow a common structure (template).



## 3. Annexes

Business model canvas

Template report for stakeholder consultations

Template for Action plan