WP3 – DEVELOPMENT OF TRIPLE-HELIX CREATIVE-TRADITIONAL BUSINESS PARTNERSHIP PLATFORM

CTCC – CREATIVE TRADITIONAL COMPANIES COOPERATION

within the frame of the South Baltic Programme 2014–2020 (ERDF part-financed), 3rd Call

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	working document		WP and task leaders
	to be reviewed		internal use only (direct partners only), distribution RESTRICTED
	proposal		entire project partnership (direct + associated partners)
X	final	X	target groups (key target – 200 SMEs from the blue and green targeted sectors)
X	released	X	public in large, public distribution

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1. CTCC Indicators

Background - After contacts with many different institutions dealing with statistical measurement of the economic situation on local and regional level, including the state of entrepreneurship and its condition as the Central Statistical Office in Olsztyn and in Elblag. We also contacted with partners form Elbląg Chamber of Commerce and Elbląg Technology Park and we were able to access only to limited number of indicators that are widely available. They do not present this topic in exhaustive way and do not provide a comprehensive answer to the research questions. In this case we would had need Additional detailed research, which employees of the Association of Polish Communes Euroregion Baltic involved in project work were not able to implement indicators on their own and in cooperation with existing partners.

Specialized institutions, including scientific institutions as Gdansk University of Technology, State of Higher Vocational School in Elbląg, University of Gdańsk and research organizations involved in this type of measures they were not able to provide data without paying them fees. In the case of the Association, the partner does not have adequate financial resources to incur these significant costs of obtaining the necessary data or specialized reports.

Due to the specific scope of the data, they are not available to a wide audience and required from employees broader research of available literature, statistical data, reports and analysis of materials from other projects such as: icreate, crealab, Creativity Project and The Innovation Project.

Indicators we manage to obtain and develop:

KPI - key performance indicators measures our effectiveness in the implementation of operational and strategic objectives. They indicate whether the actions we undertake bring us closer to the assumed goals and constitute an objective assessment of our actions.

The starting point when we were selecting the appropriate KPIs was to define a strategic goal, which may include several operational objectives. Each selected operational objective should have an appropriate value, which will be determined by KPIs. Each key performance indicator should have an assigned numerical value that will determine the status of the goal. The relevant KPI should also be putted within a certain time interval.

In CTCC project we need to know KPI which are measuring:

- how effective cross-sector cooperation is,

- how effective is the development of innovation.

In this case we selected several indicators which are the most important to be measure. They were collected in the table below.

Key performance indicators selected to CTCC project

1.	**Number of joint activities between sectors**
How many activities happened between the creative industries and the traditional industries. This indicator will describe how these two sectors can cooperate and work together.	

2.	**2.A Number of jointly created innovations** **2.B Number of jointly implemented innovations**
How many innovative products or service they created. It will show what the output of their work is. We can divide between the successfully created innovation and the failed innovation ideas and we will know what the percentage number is of its jointly created innovations with success. KPI>1 favourable situation KPI<1 unfavourable situation	

3.	**3.A Number of jointly created products/ services** **3.B Number of jointly implemented products/ services**
How many new products/services have been created. We can divide the successfully created products and the failed products' ideas. Then we will know which products prevail between entrepreneurs and how good are their common ideas. **KPI>1 favourable situation** **KPI<1 unfavourable situation**	

4.	**Budget for innovations:** **4.A planned** **4.B realized**
It shows what is the budget that entrepreneurs dedicate to spend for creating new innovative products or services. The indicator shows how much money was planned for innovations and this amount will be compared to the amount of money which was exactly expended. E.g. Expenditures are 10% lower than the planned budget	

Expenditures exceeded 5% of the planned budget	
5.	**Funds invested in activities**
It explains how much money CI and Traditional would like to spend for activities. We can compare how much funds CI would like to invest as well for the Traditional ones. It can show the level of interest in the activity for both Industries, and how much are they open for new cooperation and innovative products	
6.	**Revenues from innovative products or services**
How much money each industries invest will get back to them after they sell products or perform the service. ROE- talks about the amount of profit achieved from the sale of goods. The higher it is, the more profitable it is to sell.	
7.	**Revenues generated by innovations**
How much money each industries invest will get back to them after they sell innovations	
8.	**Hours of work:** **8.A Planned** **8.B Worked hours**
Overseeing this project metric indicates how many working hours were planned for the project processes compared to the actual time spent. You can apply this metric to different time periods and compare in multiple project phases. If the actual number of hours spent highly exceeds the scheduled time, it's time to re-estimate the time scheduled for the project.	
9.	**Percentage of cancelled projects/ innovations**
Similarly to the previous performance indicator, it's widely used by agencies that frequently take up new projects. But the number of cancelled projects/ innovations also reflects on a company's capability to plan ahead, foreseeing whether a project is going to be profitable or not and if the team is sufficiently qualified to achieve all the project goals.	

Perceive the percentage of cancelled projects as a reflection on the sustainability of your business decisions.

Trying to take on fewer projects that are doomed to fail or simply cancelled because they're not imperative to your company's goals

10.	Customer Satisfaction/Loyalty

Whether or not someone is satisfied and if they would come back again. This can be measured effectively by a survey. This comes more into play when the project deals directly with a client or customer. One satisfied customer brings another customer, but one unsatisfied customer causes more loss, because we lose him and he will tell to other that our company is not good.

KPI>1 customer is satisfied

KPI<1 customer is not satisfied

11.	Number of Returns

If you have a capital project that requires many parts, you may track the return rate of those parts. This helps you see if you did a good job planning or adjusting to the project during the implementation.

KPI<1 favourable situation

KPI>1 unfavourable situation

2. The most common Key Success Factors:

Key Success Factors indicators	Factors
Market position	market share, market dynamics, position in comparison to the leader
The level of company organization	organizational structure, the degree of employee integration, the skills of the managerial staff, good leader who will lead the team, communication between employees, clients and partners
Financial potential	profitability, financial condition, the number of sold goods, profit from invested money
Share of costs in production	cost structure, unit cost, relation of variable and fixed costs
Image of the company	their recognition, reputation, trust, number of satisfied customers, ties with the client
Technological level	Product / services quality, amount of expenditure on research and development, competitiveness of technologies used, innovations, customer service level

Company can check which Key Success Factors is / are the most important for them, they have to scale each of factor, the weight and importance of this factor (total give 1,0 point) and later they need to give them rank, form 1 to 5; where 1 is the less important and 5 is the most important factor

Key Success Factors	Scales	Rank (1-5)	Weighted value
Factor 1	e.g. 0,3	e.g. 3	0,3 x 3 = 0,9
Factor 2	e.g. 0,4	e.g. 4	0,4 x 4 = 1,6
Factor 3	e.g. 0,1	e.g. 5	0,1 x 5 = 0,5
Factor 4	e.g. 0,15	e.g. 1	0,15 x 1 = 0,15
Factor 5	e.g. 0,05	e.g. 4	0,05 x 4 = 0,2
TOTAL	1,0		3,35 points on 5 points possible to get