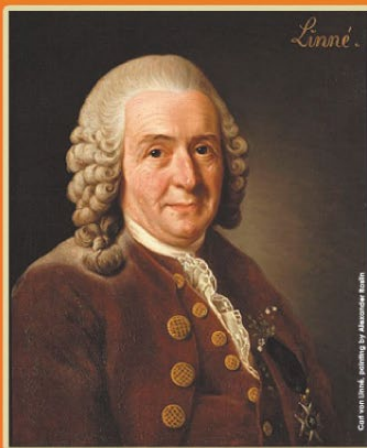


LINNAEUS CREATIVITY CENTRE – A World of Art & Science



**Solve the problems of the world
– create our future**

**Paint, sculpture, experiment, research
Experiences, exhibitions, souvenirs,
Food & beverages**

BUSINESS PLAN

Linnaeus Creativity Centre

– A World of Art and Science

Linnaeus Creativity Center is a cross-border event and science center with surprising experiences and knowledge for families who are open, playful, curious and want to influence their future and a sustainable planet. It is still not reality, but some day, I hope it will be. Maybe with your help.

Linnaeus Creativity Centre is a mix of the experience centre Tom Tits in Södertälje, the National Museum of Natural History in Stockholm and the art museum Louisiana in Denmark. A meeting place for creativity in the spirit of Carl Linnaeus with scientific exhibitions, art exhibitions, interactive workshops and world-class lectures.

Creativity is one of the world's most exclusive raw materials, without creativity there are neither artistic nor scientific innovations, but if there is creativity, both art and science can fertilize each other. Therefore, creativity must be the overarching scientific discipline at the Linnaeus Creativity Center and can be applied to all areas. Not least the survival of our planet.

Linnaeus Creativity Centre's business plan won the prize for best business plan after my training in Uppsala Innovation Centre's (www.uic.se) Business Lab no. 30 on 30/9 2014. Since then the world has changed and this plan has been updated four times, some numbers are old, but the basic ideas, about creativity as the basis of all sustainable development, stand firm.

Stockholm July 2022



Mia Ulin, Apostel kommunikation och affärsutveckling AB. 4th edition.

Content

5V to 5P for Linnaeus Creativity Centre	4
Business idea	5
About me, Mia Ulin	6
About Carl Linnaeus	7
Linnaeus as world heritage	9
Product description and background.....	10
Target groups of the hospitality industry.....	12
International tourism.....	13
Business Goals - When it's reality	14
Competitors, collaborators. inspirers	15
Price picture similar businesses	18
The building	18
Implementation	19

5V to 5P for Linnaeus Creativity Centre

Clients and customers choose brands that are serious about sustainability. It's not just a legal requirement. Soon, sustainability will be a minimum requirement to exist on the market.

By linking the company's vision to the Global Goals right from the start, a win-win situation is created for owners, employees, customers and our planet. The model was created by Pia Anderson, who since 2013 has worked purposefully towards her vision: It is the companies that will help us reach the Global Goals. I have worked with Pia since 2013 and watched the model grow. I think it's simple, clear and neat. Therefore, I have done the process several times and am now also a certified 5V to 5P leader. These are the Linnaeus Creativity Centre's 5Vs. We will develop the 5 Ps properly later.

#1 VISION

The Linnaeus Creativity Center will make Uppsala and Sweden a world leader in life-affirming, sustainable, cross-border creativity.

#2 WHO IS THE TARGET GROUP?

Tomorrow's creative citizens who want to influence the world and are open, playful and curious.

#3 WHY DO THEY CHOOSE US?

LINNAEUS + YOU = OUR FUTURE

- You learn from Linnaeus and science
- You influence the future
- Together with others

#4 WHAT DO WE OFFER?

A center for surprising knowledge, creativity and joyful learning.

#5 VALUES

We are

- Engaged
- Knowledge greedy
- Innovative

WHAT SHOULD 5P BE CHARACTERIZED BY?

Promotion: Life-affirming, sustainable knowledge for the future

Location: Joy of life, creativity, knowledge, faith in the future, in time

Product: High knowledge, life-affirming creativity, cutting edge and innovative

Price: Value for money. All inclusive. Establish a professorship at UU.

People we hire, collaborate with or employ: Must be knowledgeable, committed, open and friendly.

Read more about the model for how you sustainably build the brand at www.apostel.se/in-english

Business idea

A center for surprising knowledge, creativity and joyful learning in the spirit of Carl Linnaeus with creative exhibitions, lectures, interactive workshops and experiments for the creative citizens of tomorrow.

Carl Linnaeus is one of the world's most famous people and Uppsala has the world's most extensive Linnaean cultural heritage. The Linnaeus Creativity Center will become a modern visitors, experience and creativity center in line with Uppsala County's set goals of being "Europe's leading knowledge region" and "leading in making our knowledge, culture and history available where participation, interactivity and learning are at the center".

In the Linnaeus Creativity Centre, there is an extensive exhibition activity, creative workshops for creation and an art gallery for contemporary art. Art and creativity are intimately connected, but art can be perceived as difficult to access for many. By targeting families, we will create tomorrow's art lovers and creative citizens.

The Linnaeus Creativity center will give visitors a reason to travel to Uppsala that will make them stay longer in the region. The commercial activities will also pay for the narrower art exhibitions.

By creating a center for surprising knowledge, creativity and joyful learning in the spirit of Carl Linnaeus with creative exhibitions, lectures, interactive workshops and experiments, we'll create a destination in Uppsala that is interesting for visitors from all over the world. In addition, the center will also be interesting for scientific congresses and digital lectures could also be placed here.

About me, Mia Ulin

Throughout my professional life I have worked with marketing and communication. As a content manager, journalist, project manager, concept and business developer. Between 2012 and 2017 with a focus on the hospitality industry. My motto is "From talking to walking", which I try to live up to to the best of my ability. I lived in Uppsala for 30 years but have previously lived in Örebro, Ängelholm, Falkenberg and Gothenburg. Since April 2020 I live in Stockholm.



I have a Diploma from the Graphic Institute (DGI) at Stockholm University, have attended two years at theater and film school and studied copywriting at Bergs SoC. In the 90s, as one of the pioneers in the new medium Internet, I was involved in starting and developing some of Sweden's largest websites, including many sites within the Arla Group, Sweden's largest dairy supplier. I also wrote texts for Arla's milk packages for ten years.

In 2002, I started my own consulting company, *Apostle communication and business development*. The consultancy is focused on marketing, communication and concept development for experiences and place development. Some of my assignments have been the concepts for a shopping mall, a five star hotel and an annual political meeting i Mälardalen. For several years I have written articles in the magazine BIZ&ART with a focus on the hospitality industry. **For five years I ran an advertising agency** called Ulin&Lager together with art director Odette Lager.

Since 2004, I have also run **Vasaborgen** in Uppsala Castle's 16th-century ruins with museum, historical tours, ghost walks and weddings. 2012 - 2017 I ran UPPsala Experience, a so-called Destination Management business for incoming tourism. We were, among other things, official suppliers of Pelle No Tail guided tours.

In 2011 and 2012 I traveled to India to get to know a company we worked with for web development. It was two fantastic trips and I met many new friends. India is a future country for travelers with a growing middle class, but with a great need for sustainable thinking.

In 2012, I was commissioned by the Linnaeus Uppsala Collaboration Group to write the texts for a new 36-page Linnaeus brochure that we called "In the Flower King's Lush Halls" and is about the Linnaean heritage in Uppsala. It has been translated into English and printed in many editions.

In 2014, I was involved in developing the brand platform for the brand of Uppsala. In 2015-2016 I was editor-in-chief and CEO of the tourist magazine What's On Uppsala. I also built Uppland's largest web portal for packaged visitor experiences, with content from the magazine.

In 2019, I was certified by Pia Anderson in the 5Vto5P business model, which helps companies and organizations build sustainable brands. In 2022, I took a university of applied sciences class in the method and deepen my knowledge in sustainability.

For five years I was responsible for communications in several EU-funded projects. Among other things, we succeeded in getting 350 small business owners to spend 35,000 hours in in two years for education in how to run their companies more effectively. It gave me a lot of knowledge and a broader perspective on the reality and conditions of small business.

About Carl Linnaeus



"Linnaeus knew the art of arousing the desire to learn and his curiosity was boundless"

Source: Uppsala University, www.uu.se

Carl Linnaeus is "Sweden's Leonardo da Vinci" and the most natural brand to build a world-class science center around for Uppsala.

Carl Linnaeus is one of the world's most famous people and his scientific work has meant a lot to us and the world. It was not least noticed during the Linnaeus Jubilee in 2007, 300 years after Linnaeus' birth. The Linnaeus Museum had almost 10 times as many visitors during the anniversary year as the year before, (from 4,000 to 39,000) The Linnaeus Garden and Linnaeus' Hammarby more than doubled the number of visitors (from 15,000 to 39,000 visitors). 29 countries worldwide celebrated Linnaeus, apart from Europe, including Australia, Brazil, the Philippines, Israel, Japan, Canada, China, New Zealand, Russia, South Africa, USA and Venezuela. The Japanese emperor, who never goes abroad, was in Uppsala on a visit.

In many ways, Carl Linnaeus's personality also personifies the core values of Uppsala's brand platform: *International, Competent, Inspiring* and *Close*. Carl Linnaeus exchanged letters with people all over the world. He took his students out into nature to learn more in a better way. And he loved to share his knowledge. His scientific work spanned many fields and he was extremely creative and productive. Among other things, Carl Linnaeus writes about himself in his memoirs "In his lectures he mixed in amusing things to enliven his audience" Nowhere in the world there is such an extensive and rich Linnaean heritage in such a small area as in Uppsala.

Through a new translation from the Latin of Linnaeus' "Systema Naturae", Per Frankelius, PhD at Örebro University, believes that Linnaeus was not only a botanist but also an innovative economist. This is described in the book "Linnaeus i nytt ljus" (Linnaeus in new lightning) which was published in 2007 with the support of the Riksbanken Jubileumsfond and Vinnova.

Uppsala University and SLU are strongly associated with Linnaeus and have the scientific basis that gives visitors the right experience in a genuine way. The universities play a very important role in the future activities of the Linnaeus Creativity Center to ensure the scientific correctness of exhibitions and experiments.

You find example of Linnaeus' legacy preserved everywhere in Uppsala and in Uppland. Uppsala is the city of Linnaeus. Right now, there is an application from the County Administrative Board in Uppsala County to make Linnaeus' work a world heritage site.

Linnaeus was primarily a biologist, and it is with this focus that the world heritage application is written. With Linnaeus as a leading figure, Sweden has the opportunity to take the lead in sustainable development for our planet's biological diversity and survival.

The Linnaeus Creativity Center will become a natural point that connects the rest of the Linnaean heritage in Uppsala, while at the same time it will offer completely new experiences in the Linnaean spirit with creativity and sustainable innovations as the focus.

Linnaeus as a figurehead with the connection to creativity also becomes an international draw and enabler for an even richer range of art in Uppsala.

Linnaeus as world heritage

"The governors of Uppsala and Kronoberg counties have jointly initiated the work to make the cultural heritage of the scientific work of Carl Linnaeus and his contemporary colleagues, *The Rise of Systematic Biology*, a UNESCO world heritage site. World heritage consists of unique cultural and natural environments that are of great importance to all of humanity.

The world heritage project "The Rise of Systematic Biology" includes a selection of the places that were important for the rise of the science of systematic biology...

... The Swedish places that are supposed to be included in the nomination are the Linnaeus Garden with the Linnaeus Museum, Linnaeus's Hammarby, some of Linnaeus's excursion sites around Uppsala (Herbationes Upsalienses) and Råshult in Småland.

The proposed International World Heritage Site is unique in that it focuses not only on buildings and garden environments, but also on surviving plants and animals of species that were once collected and studied by 18th century scientists.

The National Antiquities Authority decided on June 15, 2009 to place the Swedish parts of "The Rise of Systematic Biology" on Sweden's tentative list of planned World Heritage nominations at UNESCO..."

Source: www.lansstyrelsen.se

Previous World Heritage nominations show that the interest in these places is very high. For example, when Hälsingegårdarna i Sweden became a world heritage site, people were completely taken aback. The Linnaeus Creativity Center must be an important part of visitors getting an even better experience of the world heritage surrounding Linnaeus.

Product description and background

The Linnaeus Creativity Center is a cross-border experience center in the Linnaean spirit of creativity and joy of discovery where ART & SCIENCE go hand in hand with a focus on providing surprising knowledge.

The Linnaeus Creativity Center will encourage both children and adults to develop their creativity and creative abilities, awaken the desire to learn and be a modern visitors center for the Linnaeus heritage in Uppsala. In connection with this, there are also exhibitions for art and other creative creations.

Sweden wants to be a world leader in innovation. To find new solutions to problems, to create new products, services, thoughts and ideas that create jobs and export revenue. And, not least, to find sustainable solutions for our planet.

The basis of the center is to introduce people to creativity and connect it partly to the Linnaeus heritage, partly to Uppsala's innovative research world and partly to cultural and artistic creativity. The centre can provide interesting art exhibitions as well as science festivals, scientific lectures and workshops.

Knowledge is still the basis of everything. But a prerequisite for innovations is creativity, curiosity and the desire to want to learn. To be able to think freely and to be open to new ideas and influences. To be resilient. It is possible to train one's creativity and awaken the desire for learning. Creativity can be found everywhere and in all disciplines.

The combination of art and science is surprising in itself, but is not in opposition to each other. Many great researchers have been both artistically and culturally interested. Just think of Leonardo Da Vinci.

Linnaeus loved to share his knowledge

The scientist Carl Linnaeus, who both gives his name to the center and whose personality with his time's innovative thoughts and ideas, forms the basis of the center's focus and values. Carl Linnaeus was also a multi-talented artist with cross-border research and a person who loved to share his knowledge in a creative way.

Become an artist or researcher!

There may be different themes each week. Under the expert guidance of an educator, you get to play artist, research various phenomena, make Viking objects, press plants or do other creative things. You can try being Linnaeus' student, as well as the future's leading researcher or product developer. Admission includes materials for what you want to do.

Visitors center for the Linnaeus heritage

The Linnaeus Creativity Center will also be a modern visitors center for the Uppsala region's Linnaean cultural heritage linked to Uppsala University and SLU, where you start your Linnaean journey in Uppsala. Here Linnaeus and his work are presented overall, here you get the context and the allotment for further Linnaean experiences, whether you go on to the Linnaeus Garden, Hammarby, the Botanical Garden, Sävja or walk one of the Linnaeus' Trails.

The knowledge triangle

The knowledge triangle is a concept that was raised during Sweden's presidency of the EU in 2009 and consists of collaboration between education, research and innovation. The purpose of the knowledge triangle is also to highlight the importance of collaboration and knowledge sharing in innovation and development processes

Target groups of the hospitality industry

"An ecologically and socially committed person who seeks different, learning experiences and activities in genuine destinations."

(Source: Destination Uppsala's hospitality industry strategy 2014)

We target families with slightly older children who are looking for genuine experiences together. However, there is today not much in Uppsala that attracts that segment.

Visit Sweden did earlier determined four different target group segments.

1. DINKS – Double Income No Kids. Seasoned young adults without children.
2. WHOPS – Wealthy, healthy Older People. Vital elderly with out-of-town children.
3. Global Company – The international business traveler.
4. **Active Family – our main segment.**
 - They want to do things together – the trip becomes a way of socializing
 - They look for activities for all family members
 - They have a strong interest in nature and cultural experiences.

Since then, VISIT Sweden focuses on one new target group, The Global Traveller. We still keep focus on our family segment, though.

"The Global Traveler

The Global Traveler is an experienced traveler, ready and eager to explore new destinations and experiences new things. These are persons that travel abroad more than average, are well educated and have a high income, they are also more likely to live in cities. The Global Traveler are driven by different motivators in their choice of holiday destination, and we have therefore divided them into three categories, driven by different motivators. The Nature focused Curious Traveler, The Foodie Curious Traveler, The Design focused Curious Traveler. Apart from their individual interests they share common motivators in wanting to experience cities and new places, being able to see and do as much as possible and learning new things when visiting Sweden."



"Active Family" wants to do things together



Vinu, one of my best Indian friends from Chennai in India loves Sweden's nature. Here at Stenskär Öregrund in Roslagen, 2 hours drive from Stockholm.

International tourism

During the pandemic, international tourism died. Even after, we are still drawn with flying shame and a greater awareness. What is clear is that we must make the hospitality industry sustainable if it is to survive. And if the planet is to survive.

India – the world's fastest growing market

Before we knew it, a pandemic was coming, Swedish Tourism predicted in 2015 that 50 million Indians would travel abroad in 2020. That may not have happened, but interest is increasing. Soon what we thought in 2015 was a utopia will become reality. Destination Uppsala, for example, received 120 Indian tourists in Old Uppsala who wanted to experience Vikings in early summer 2022.

What is clear is that many of these long-haul tourists are prepared to pay for really good and exotic experiences. If the price is at a high level, we will also be able to charge for environmental impact and maybe even tourism will pay for environmental research.

Market processing

The Linnaeus Creativity Center is to be one of the destinations that foreign visitors come to Sweden for, along with Stockholm, Astrid Lindgren's world and the Ice Hotel in Jukkasjärvi. Even today, many foreign visitors come to Uppsala to visit and experience the Linnaeus heritage.

In addition, we see the following target groups as important:

Congresses and meetings: Uppsala is Sweden's third largest meeting city. The Linnaeus Creativity Center must be an obvious part of a meeting located in Uppsala. Either for a lecture, as a value-creating activity for the meeting participants or as a reason to bring the family to Uppsala in connection with the meeting.

Schools that want to develop in creativity and joyful learning. They want to come to us to develop their creativity and joy of knowledge together and to take part in the Linnaean Cultural Heritage in an interactive way. Age middle school and up.

Business Goals – When it's reality

We estimate 100,000 visitors at the centre in the first year, who pay an average of SEK 150 = SEK 15 million in admission. In addition, income from the store is added. Within five years, the goal is 500,000 visitors. In addition, we aim at events and conference visitors. We think we can sell about 1,000 annual passes, which cost about SEK 300 each, and bring in SEK 300,000. Shop with souvenirs, we think we can turn over approx. 2-4 million a year.

Competitors, collaborators, inspirers

In Uppsala, there is a lack of experiences for older children and families. In the hospitality industry, there are almost no competitors, all visitor destinations act as a pull to attract more visitors to stay longer, especially if you cooperate with opening hours, offers and activities. The advantage of the Linnaeus Creativity Center compared to some of the other actors is that Carl Linnaeus is a well-known person and a concept in large parts of the world. Visitors already come to Uppsala to visit the Linnaean cultural heritage. We also see the connection between art and science as unique in Sweden in the way we want to present it with a focus on developing people's creativity.



International role model: Museum of Arts and Science in Marina bay, Singapore

The world's first Art Science Museum at Marina Bay Sands in Singapore is a museum of creativity, where the importance of creative processes to art and science and their role in shaping society is explored. With 21 gallery spaces totaling 50,000 square meters, the boldly iconic lotus-inspired Art Science Museum is also an important venue for major international traveling exhibitions from the most renowned collections in the world.

Also the Science Museum in London and The Smithsonian Museum as well as the California Academy of Sciences in the USA are some sources of inspiration.



Fotografiska, Stockholm: Is an international meeting place about and for photography where the visitor can see photographic exhibitions with world-famous and unknown photographers, listen to concerts, eat and drink well, take a photography course or arrange an event or a conference in a creative environment.

In a short time, Fotografiska has established itself as one of Stockholm's biggest visitor attractions. From a branding and marketing perspective, Fotografiska has done everything right, which is one of the explanations.

Visitors 2012: 370,000. 2013: 500,000 Turnover incl. shop, excluding restaurant: 71 million in 2012. Number of employees: 32. Profit in 2012: 4 million. Ownership: Private company. Investment: About 30 million.

Strengths: The location in the middle of central Stockholm with a view of the water. Open every day except Midsummer and Christmas Eve. Open late at night. Strong, reputable and committed owners (the founders, brothers Jan and Per Broman, own 45% together). Has a very businesslike and professional business model with an international focus. Works very professionally and correctly with marketing and branding. Famous restaurateurs flock to the restaurant. Has a high hip factor, it's trendy and cool to visit Fotografiska. Frequently changes exhibitions.

Weaknesses: Completely lacking in interactivity. Is not a museum for families with children over 2 years old.



Picture from Tom Tits.

Tom Tits, Södertälje: Tom Tits is an experimental workshop and experience center for children, teenagers and adults. The experiments entice to learn more about technology, physics, mathematics, natural geography, biology, man, illusions and much more.

Visitors: 175,000 (2013). Turnover: SEK 51 million (2013).

Number of annual employees: 52

Public areas: 8,500 square meters outdoors and 6,500 square meters indoors.

Ownership: Owned by Södertälje municipality and is a subsidiary within Telge AB.

Strengths: The first of its kind in Sweden. Strong municipal owner and political anchoring. Strong partners in industry (Scania and Astra Zeneca).

Biotopia, Uppsala: At Biotopia, interest in nature is awakened in younger children with experimental workshops and exhibitions. Biotopia is not considered an international destination, but more for Uppsala County's schools and families.

Number of visitors: 100,000 people per year.

Ownership: Municipal business.

Universeum in Gothenburg:

Universeum is the largest Science Center in the Nordics and wants to influence children and young people's attitude to science, technology and mathematics in a positive way.

Universeum must also be an obvious excursion destination where all visitors can learn something new in a fun way, or just have real fun.

Number of visitors in 2012: 600,000

Form of ownership: Foundation in collaboration with Volvo, West Swedish Chamber of Commerce, Gothenburg Municipality, Chalmers, Gothenburg University and others.

Investment: SEK 370 million

Turnover: SEK 88 million

Result: 3 million

Strengths: Located in central Gothenburg. Has very strong owners and investors, both in public administration and business. Is a foundation. The position as the Nordic region's largest Science Center.

Weaknesses: Is not connected to any particular phenomenon more than science in general. Located far from Stockholm, where most international visitors come.

Price picture similar businesses

	Tom Tits, Södertälje:	Fotografiska, Stockholm:	Universeum, Gothenburg
Adult:	SEK 189 SEK 120	SEK 175	
Children:	SEK 149 (3-14 years)	Free (3-12 years)	SEK 120
Student:	SEK 149 SEK 90		
Annual:	SEK 275 SEK 495		



Inspiration: Boston Museum and Roja and Johan in Vadstena who built a large house in an even larger greenhouse, with integrated environmentally friendly wastewater treatment. [TV4 Play Grand Designs SWEDEN SEASON 2, EPISODE 2.](#)

The building

The Linnaeus Creativity Center will be located in a modern building with the latest technology in sustainable construction.

- **The building** must be at least 5000 m2 and accommodate an exhibition hall, creativity workshops, an auditorium, conference spaces and a shop.
- **Materials**, furnishings and equipment must be of the latest technology, preferably e.g. smart glass linked to Uppsala University's and SLU's research, with a sustainable focus on ecology. Perhaps all waste water is recycled through environmentally friendly treatment to be used in the garden that grows vegetables for the restaurant.
- **The area** must be easily accessible and have large areas for parking, as we expect a large influx of (electric) car tourism. The area must also be easily accessible by public transport.
- **Location**

If the content is good enough, the location plays less of a role in success. There have been suggestions of Fullerö Backe by the E4, at Svettishuset, at Uppsala Castle or at Kungsängen near the Linnaeus Heritage. Bergsbrunna is a new option. The important thing is to plan so that there is space for parking, public transport and accessibility.

Implementation



Inspiration and photo: vangoghalive.se

Like classic rhetorical storytelling, Linnaeus Creativity Center will have three departments: PAST, PRESENT AND FUTURE

1. PAST: Learn from Linnaeus.

Visitors center with inspiring, informative learning about the Linnaeus heritage, Linnaeus' deeds but also connection to other scientists from Uppsala such as Anders Celsius, CW Scheele, Rudbeck, Sollander, Rosén and others. This experience is created with the help of digital visualization technology and storytelling with inspiration from e.g Van Gogh Alive.

This exhibition itself can tour around the world to tell about Linnaeus, Swedish creativity, Swedish heritage, Swedish nature and Swedish science.



Inspiration and photo: [World Science Festival](#) och [Paradox Museum](#).

2. Present: Be creative together.

A mixture of World Science festival, Tom Tits, Paradox museum, Universeum with several experimental workshops where you can try different experiments, create freely, learn actively and be part of your own experience by taking photos if you want. Creativity is paramount. Uppsala already has its own Science Festival, but here the festival lasts all year round.



Inspiration: [National Museum of Natural History](#)

3: FUTURE. Influence our future so the planet survives!

In the third room, with the help of what you have learned, you are challenged to come up with questions and solutions that create new innovations to save the planet in different ways. The starting point is the 17 Global Sustainability Goals. What is your priority challenge? To eradicate poverty, give everyone education, reduce mental illness or something else? Your creative mindset is the most important thing. There is no right or wrong, only possible solutions. The 17 most creative proposals, one in each field, are selected each year, which are rewarded and taken further into the research at UU and SLU. Inspiration from the National Museum of Natural History, which has escape rooms with a focus on biological diversity.

Welcome to Linnaeus Creativity Centre.... Somewhere in the future....