



MaC Village

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MaC Village



MAC VILLAGE - ENHANCING INNOVATION BETWEEN VILLAGES AND CCI

HANDBOOK FOR LOCAL STAKEHOLDERS
TO IMPLEMENT METHODOLOGY

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Edited by Ines Carstensen, Veit-Stephan Zweynert & Ksenija Napast

Proofreading: Gordan Jamerson

Design: Zlatko Kuret & Aleksandra Kolednik

Photos: Ermanno Bidone (page 41), Regionalmanagement Burgenland GmbH (pages 34, 50, and 75), BSC, Business Support Center Ltd. Kranj (pages 45, 47, and 61), DDTG Duna Fejlesztő Transznacionális Csoport Nonprofit Korlátolt Felelősségű Társaság (pages 49, from 111 to 144) & Anja Koch (page 36)

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The project MaC Village handbook has been created for local stakeholder planning to bring innovation into regional development in rural areas with an easy to use methodological and cooperation concept.

Handbook was developed within the framework of the **Interreg Central Europe Programme funded from the European Regional Development Fund (ERDF)** that encourages cooperation on shared challenges in Central Europe.

The handbook is divided into three parts. Part One contains the key concepts and principles the theoretical foundations and methodological concept.

Part Two is a stand-alone unit and is translated into German, Hungarian, Slovenian and Italian language. This part is intended for local stakeholders who want to start innovative process in their region, presenting workshop settings with a dedicated focus on stakeholder groups, and results from the participating partners regions. Readers who have encountered the printed version of handbook and would like more information about innovation process the full version of handbook is available at [MaC Village internet page](#) or you can check the methodology video: [Interreg CE MacVillage overall video on Vimeo](#).

Part Three presents in detail the system of implementation of the innovation process with theoretical references, concept formation, development process, and evaluation. In appendix is detail samples to perform regional analysis, innovation workshops, trainings, and evaluation.

The developed innovative process tested in of MaC Village project can help you to initiate innovation in rural areas between business enterprises and representatives of the Cultural and Creative Industries (CCIs). The resulting networks and business models provide impulses for new economic structures in rural areas.

The resilience and patience that everyone showed during the time of our project were commendable. Tanks to everyone on the project team for their contribution, especially:

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1.

INTRODUCTION

by Ines Carstensen, Dirk Hagen

In a village, seeds have always been sown and fruits harvested.

In a MaC Village, creativity is sown, innovation is harvested and the village is rediscovered.

The way to get there is described below.

1.1. Structural Change in Rural Regions of Central Europe

There is hardly a type of region in Europe is undergoing as much change as rural areas. Many villages and small towns in Europe are affected by shrinking processes, while some others in the vicinity of large metropolitan regions, for example, are experiencing an unusually high influx of new citizens. While some villages are struggling against desertification and have great problems preserving valuable cultural and natural landscapes, in other places historic buildings are being revitalised with new working and living environments. Europe's heartland - the rural area - thus offers the possibility of repositioning, but this must be actively managed. The question arises as to how creative hubs or clusters emerge, which in favourable cases lead to creative milieus, and to what extent a settlement can be influenced with structured innovation processes. One thing is certain, behind every change there are people who are willing to create and who are willing to get involved in something new. One grouping in which the creation of new things is part of daily business is the cultural and creative industries (CCIs). MaC Village makes use of this potential by establishing targeted connections to the CCIs in rural areas.

1.2. Cultural and Creative Industries

A main characteristic of the CCIs is that the used innovative approaches develop their own economic dynamics. Creative milieus emerge through networking these approaches, which usually only have an effect in certain places. At the same time, strongly increasing global networks enable a rapid spread of creative "scenes" and their products and services, which, however, have so far tended to be located in cities and there in individual neighbourhoods.

With MaC Village, we have set ourselves the challenge of identifying suitable locational conditions in rural areas beyond urban agglomerations in order to promote the development of creative milieus that generate innovative networking and cooperation. Under certain conditions, rural areas can then become an ideal location - a space for the development of innovation and creativity. With structured innovation processes, future MaC Villages are setting out to give creativity a "rural" home in the form of commercial enterprises with the increasing participation of the CCIs.

1.3. MaC Village Project

The Interreg Central Europe Project name MaC Village says it all: "make creative villages" was set up to launch innovations that benefit regional development in rural areas with an easy-to-use methodological and cooperation concept. The methods that can be used to achieve these goals are subsumed under the framework concept of so-called "frugal innovation" and structured cooperation.

The innovation process deposited in MaC Village envisions bringing together actors from different professional groups to develop new ideas and business models. In a MaC Village, traditional entrepreneurs from rural areas of Europe work together with people from the CCIs. As an instrument of engagement, MaC Village trainers receive a method box that facilitates a structured innovation process and promotes cooperation processes between actors from rural areas and the CCIs. At the end of the innovation process, on the one hand, there are pilot projects that provide new impulses for the innovative regional development of rural areas through cooperation with actors from the CCIs. Through the bundled commitment in MaC Village, regional identities can be strengthened and, if necessary, redefined.

The pilot process tested in MaC Village started with high engagement and was caught by the pandemic events around Covid-19. As a result, the initially planned workshop series had to be adapted, new digital formats introduced, and the project participants taken along the changed path. The project partners active in MaC Village from the different European countries Slovenia, Hungary, Italy, Austria and Germany, worked closely together to overcome this challenge. The process was accompanied scientifically. In direct cooperation between the university and the regional project partners, a variety of spontaneous formats were developed that enabled the participants to continue working in the project.

As a result, despite all adversities, pilot projects emerged and formed the basis for further regional development can be supported. In addition, digital progress has been achieved, which has led to a significantly higher quality in networking. Finally, it became obvious that with the establishment of hybrid events, the willingness to participate and the creative will of the actors from the CCIs can be significantly increased. In this context, MaC Village is one of the first projects to gather experience with digital cooperation at the European level and to deliver initial results for the regional development of rural areas.



2.

THEORETICAL FOUNDATIONS

by Ines Carstensen

The conceptual design of MaC Village is based on various basic concepts from the fields of **actor-network theory**, innovation theory approaches with a focus on **frugal innovation**, and **regional economic approaches** that follow the principle of learning regions and approaches of perspective incrementalism. For regions in rural areas, cooperation is rethought, innovation is made real and regional development is set for the future. How the individual theory-based approaches find their way into MaC Village is described in the following.



2.1. Networks as Accelerators for Innovation

Actor and network theory explores the circumstances and framework conditions under which cooperation and networks are formed and the extent to which they can have a positive influence on the goals set in each case. All those [...] “who more or less succeed in defining and establishing their own identity and interrelationship” are granted the role of an actor in actor and network theory. (Callon 1991:140).

For innovation research, networks form an important basis for getting innovations off the ground and have been used for many years in approaches such as open innovation. Traditionally, the network approach is viewed through an economic lens.

In this context, a network “provides access [...] to competitors and suppliers as well as valuable contacts to politics, research and other institutions. These partner relationships make it possible to work on innovations, to complement each other, to benefit from basic research or to counter possible criticism in advance.” (Sauberscharz/ Weiß 2018:11). In contrast to the innovation level of companies, MaC Village is aimed at rural areas. While “companies need resources that are as valuable as possible in competition, rare, difficult to imitate and irreplaceable” (ibid.). In rural areas it is about intelligently combining existing resources to create something new. The resulting networks are the basis for creative milieus in which local entrepreneurs, citizens and creative people work together. Essential categories that favour the implementation of innovations in rural areas are resources, sales markets and networks.

Following the network approach, the MaC Village project aims to find out whether and with which methods the formation of networks can be promoted in order to positively influence the development of rural areas. MaC Village addresses special network constellations that achieve the highest possible diversity. Local and regional companies, freelancers and, in particular, actors from the CCIs are addressed.

The preferred group of participants in a MaC Village process includes rural actors who are open to forming networks with the creative industries, taking into account their regional identity and core competences.

The starting point of the MaC Village project is the insight that well-functioning network structures in the CCIs often form the basis for the emergence of new business models. In MaC Village, their competence as well as their networking and innovation capacity should be located in rural areas and made available. The process of network formation is to be reconstructed in MaC Village as a transfer model in which, following the actor models tested according to Schulz-Schäfer, new cooperation is created by redefining the identity and interests of the actors involved and these lead to mutual business relationships (Schulz-Schäfer 2000:189). The transfer process in the MaC Village project is initiated by the separately developed, cross-disciplinary methodological concept, which takes up approaches from spatial, innovation and actor and network research and transfers them to a practical application.

The first step of a MaC Village process is to identify actors willing to shape rural areas and the diverse resources of human, cultural and landscape capital located there, and to find out what interest a potential anchoring of the creative industries meets with.

In a second step, it is important to find suitable actors who are interested in the formation of new actor networks and thus pursue an intrinsic interest in contributing to the revitalisation of rural areas. So if new networks and innovations are to emerge in rural areas and if the rural population is aiming for economic revitalisation in the long term, then answers must be given as to how the creative industries can anchor themselves in rural areas and in which constellations this can happen (Schulz-Schäfer 2000:190).

This presupposes that cooperations that arise within the framework of the participation process is beneficial to the regions and actors involved (Trippelt 2009:11). However, the realisation of these initially hypothetical cooperations depends crucially on whether the regions and actors involved in the participation process take on the roles assigned to them. For this purpose, regions (selected before the participation process begins), and actors (selected in the course of the participation process)) should have a positive attitude towards new cooperations and be open to external impulses.

Following network theory patterns of thought, MaC Village is primarily concerned with defining roles for the actors involved (inscription), which under certain conditions can generate impulses for the behaviour of other actors (prescription) (Latour: 1996: 228 ff.).

For a structured networking between local and regional actors in rural areas (villages) and actors of the CCIs, a step-by-step concept was developed in MaC Village, which provides for a participation process within the framework of a series of workshops that build on each other. At the same time, the workshop design is based on a structured actor networking process that acts as a motor for new ideas, unusual business relationships and local and supra-regional dissemination. On the one hand, this process is characterized by composition of the workshop participants and the addressing of different groups of actors: local, regional addressees, actors from the environment of the cultural and creative industries as well as global network agents. On the other hand, it is applied in the workshop sequences oriented towards "regional economic cocooning". The latter means that all new economic activities are initially located in the regional value chain and the resulting impulses initially take effect in the region itself, even though the network of actors itself is European and international.

Considerations for regional planners starting a MacVillage process

Preferably, regions should participate in a MaC Village process if it can be assumed that they are highly willing to enter into new local, regional and European cooperations and if they have sufficient creative will to participate in a multi-stage innovation process and to follow innovative paths of regional development. For the selection process, MaC Village provides tools in the form of a regional analysis (chapter 9.1) to highlight relevant characteristics of the participating region, to identify suitable groups of participants and to be able to steer the structured innovation process developed in MaC Village as well as the networking created there.

2.2. Cultural and Creative Industries as Key Factor for Successful Cooperation

Various theory-based key factors are anchored in MaC Village: Firstly it is assumed that certain innovation methods can succeed in transforming villages into places of creativity. Secondly, it is assumed that this endeavour can succeed particularly well in cooperation with the CCIs.. With the increasing transformation of economic processes from manufacturing to the digital economy, the CCIs are increasingly becoming the focus of interest for urban and regional researchers. Well-known approaches from research on creative milieus now serve as a pool of knowledge in order to direct the knowledge gained there from incremental networking towards the potential of digital networking and its drivers.

According to scientific literature, the reason why currently networking with the CCIs can be a sensible approach to generating innovations, is often pointed out to be that the CCIs are a strong motor for future economic growth. In the EU, CCIs can be found, among others, in the programmes Creative Europe and in the network European Creative Industries Alliance. Both programmes emphasize the innovative strength of this sector. Not only is the inherent economic potential has been studied, but above all the positive effects that CCIs have on other sectors of the economy (BMW, 2018).

More detailed explanations on the conceptualisation and development of the CCI sector as well as on the theoretical background are provided in Chapter 6 for the interested reader.

2.3. Strengths of Frugal Innovation and Frugal Thinking

In addition to theoretical approaches to the formation of networks and actor constellations as well as to the impact structure of the CCIs, MaC Village is based on the innovation-theoretical approach of frugal innovation (Sverngreen Holm 2000: 228 ff.). Based on the principle of simplicity and taking into account the resources (recruited from the participants' environments) available in each case, so-called frugal processes of innovation generation should be accessible and manageable for everyone (Bhatti 2012: 24).

2.4. Origins of Frugal Innovation

In the young discipline of entrepreneurship, frugal innovation is often exemplified by the so-called MacGyver method. This is based on a US series from the 1980s, whose main character - the adventurer MacGyver - was always confronted with freeing himself from hopeless situations with very limited resources and means. In other words, it was a matter of successfully countering restrictions such as unavailable time and "unavailable conventional tools" (e.g. keys for door locks, etc.) with spontaneous and targeted ideas for solutions. In a figurative sense, the MacGyver method uses tinkering skills and improvisation skills for innovation processes in entrepreneurship to promote creativity and speed of innovative thinking in teams.

Frugal Innovation with MaC Village

The workshop series deposited in MaC Village follows the principle of frugal innovation and applies the MacGyver method to promote regional development of rural areas. Quick, easy to understand workshop sequences are underpinned in the conceptual design of the workshops, which essentially recruit on existing resources, competences, talents and products of the region. The special composition of workshop participants envisaged in MaC Village, consisting of local, supra-regional or urban enterprises, freelancers and creative people, form an important basis for initiating innovation processes in rural areas and for the success of MaC Village.

2.5. Application of Frugal Innovation in MaC Village

The starting point of the methodological approach is that the CCIs in rural areas are subject to completely different conditions than in cities. Whereas in metropolises there is a high concentration of creative companies and global economic partners, the lack of density of creative people in rural areas creates a shortage situation. This shortage is contrasted by an abundance of resources, such as natural and partly cultural-historical location qualities like vacant or hardly used, exposed buildings with conversion or new use potential, with correspondingly low rents and lower living costs. The resource approach used here refers not only to human capital, which is to be recruited in MaC Village from the region and in particular with regard to the special competences from the creative industry, but is also based above all on physical conditions and advantages of the regions, which are taken into account separately in the participation process of MaC Village.

How to counter a shortage on the one hand and an existing surplus on the other hand is shown to us by the method of frugal thinking, which operationalises the theoretical concept of frugal innovation.

The concept of frugal thinking helps to deal creatively with “shortage situations” and places individual and social creativity of a region at the centre of the development of alternative product ideas and services. **An essential goal of the method is to venture something new with existing resources from the region in cooperation with the CCIs.**

More detailed explanations of the theoretical references and the concept of frugal innovation are provided for the interested reader in Chapter 6.



3.

METHODOLOGICAL CONCEPT OF MAC VILLAGE

by Ines Carstensen

The methodological approach of MaC Village is based on two fundamental principles: Firstly, the principle of accelerated innovation, which is aligned with the theoretical basis of frugal innovation, and secondly, the principle of structured network building, which in MaC Village initiates cooperations between local, supraregional or urban businesses, freelancers and creative people. Combined with a series of workshops that build on each other and a subsequent training programme that supplements missing knowledge for implementing new business activities, MaC Village creates a basis for strengthening innovative action in rural areas.

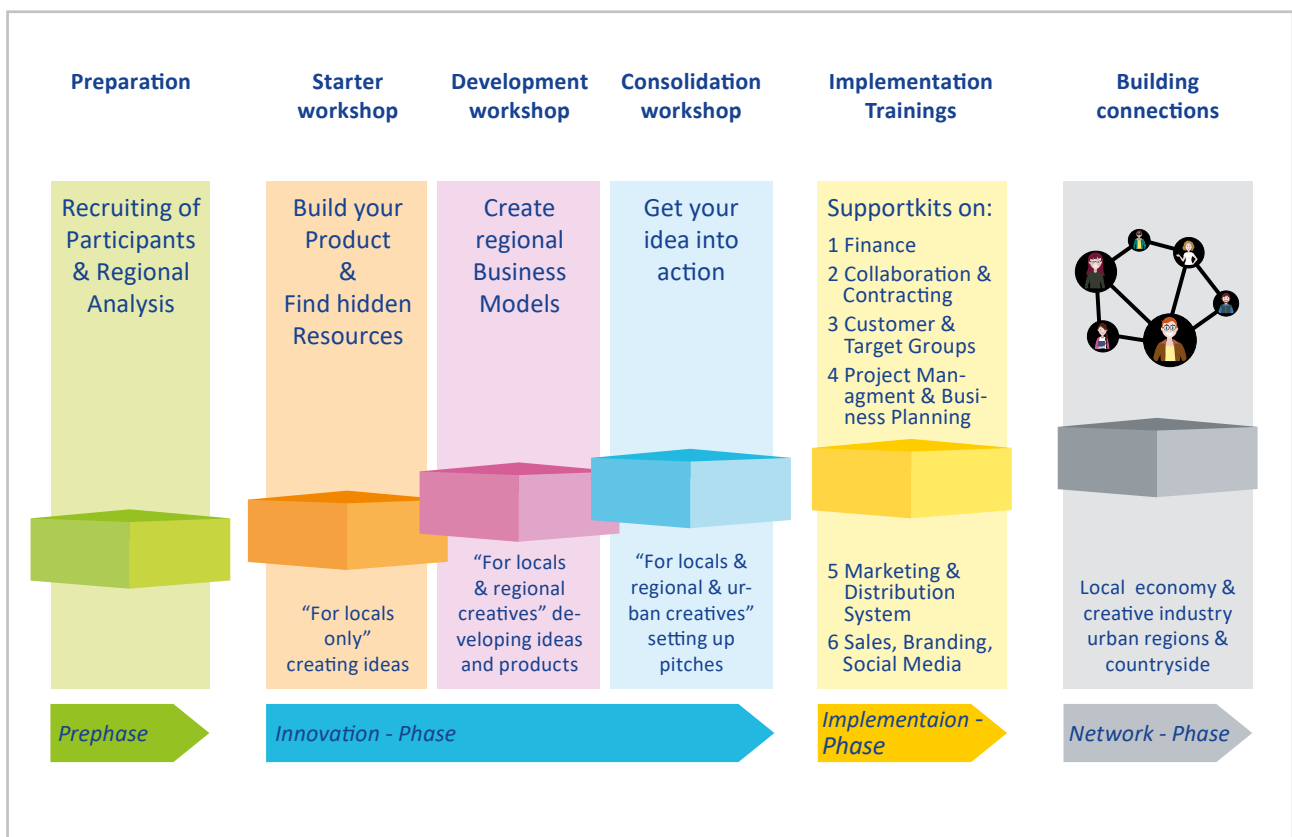


Figure 1 - Method structure of MaC Village

MaC Village is divided into several phases (Figure 1):

- the preliminary phase, in which preparatory measures are initiated to start the innovation process in MaC Village. This includes participant recruitment as well as the identification and listing of regional resources,
- the innovation phase, which is a three-stage series of workshops in which content and result generation build on each other,
- the implementation phase, which provides follow-up training for products and services to prepare the market entry of the business ideas that have been developed, as well as,
- the network phase, which is put behind the whole process.

In the beginning of every MaC Village project, actors who want to start this process in the framework of a workshop series are faced with the challenge of enthusing participants for the basic idea of MaC Village. For project implementers, it is necessary to be able to give answers to what is meant by MaC Village, what is the added value of a MaC Village process, and how to participate in a MaC Village process.

Interested stakeholders who decide to develop a MaC Village start an innovation process that is offered in the framework of a workshop series. For the successful implementation of a MaC Village process, a network of actors from the region who are willing to innovate is needed and who, at the end of the process, help to build innovative products, business models or a creative location.



Aim of the method guidance in MaC Village

The aim of MaC Village's methodological guidance is to offer incentives within the framework of innovation workshops that strengthen the local and regional identity of rural areas and make targeted use of cooperation with actors from the cultural and creative industries environment to promote the development of new product ideas, business models and partnerships in the region. It includes common formats that are used to generate innovation, which are expanded by references from spatial and network theories.

Overall, the MaC Village method can be understood and used as an instrument of innovative regional development for rural areas.

Target audience:

The main addressees of the workshop series are all those who want to achieve more for their own region - local businesses, craftspeople and interested residents - as well as those who are based in the cultural and creative industries and feel called to get involved in the rural environment.

Involvement of participants:

The involvement and composition of participants are determined in the preliminary phase. The basics for this can be found in the regional analysis (Ch. 9.1). Step by step, participants from the different milieus of rural areas and the CCIs are integrated into the series of workshops of the innovation phase and successively networked with each other. Following this logic, the workshops are divided into three stages: the Starter Workshop, the Development Workshop and the Consolidation Workshop. The networking process is promoted on the one hand by a differentiated workshop design that takes into account the different knowledge horizons of the participants and on the other hand is structured in such a way that the diverging demands of social group constellations are taken into account.

What is a MaC Village?

Ideally, a MaC Village is a networked region, a single place or an ecosystem with an agile network between actors and enterprises of the rural area and the creative industries. In the end of an innovation process, the payoff is a clear locally and regionally developed unique selling proposition. Unique selling propositions can be innovation-led products, business models, offers or local conditions.



What is the benefit of a MaC Village?

MaC Village designers receive innovative offers and an experience space. Creative people receive new impulses, fields of application and levels of cooperation; entrepreneurs gain new economic impulses and unexpected networks. For residents, the quality of life and the job situation improve.

How can one get involved in a MaC Village development?

MaC Village provides for a series of three follow-up workshops, train-the-trainer programmes and subsequent implementation trainings that take place in rural areas. As a rule, a MaC Village process is started by regional planners and developers who are interested in an innovative revitalisation of rural areas. Interested people from villages and regions, as well as actors from the CCIs and trainers can register wherever a MaC Village workshop series calls for participation. In a favourable case, interested participants go through the MaC Village phases provided for them in each case until a business idea is realised. In addition to participation in workshops, networks are initiated that form from the participant rounds and digital network formats and (can) spread both locally and across Europe.

3.1. Getting Started

MaC Village innovation processes, as mentioned above, are usually intended for regional planners and developers as well as innovation trainers who are interested in an innovative revitalisation of rural areas and want to initiate an innovation process there. Crucial to the success of innovation generation in MaC Village is the composition of the participants who take part in the innovation generation process. MaC Village follows the logic of structured interaction. In order to be able to establish this, the selection of workshop participants is based on a special method, which provides that participants from the CCIs are only gradually integrated into the innovation process (cf. Figure 2, p. 19).

Another principle in MaC Village is to draw on “what is already there” and thus make the most of the opportunities that a region has to offer. For this purpose, a regional analysis is planned for the start of a MaC Village process and a handout for the implementation is provided in the appendix (Chapter 9.1).

Beginning of MaC Village

MaC Village can be started in a single village, in a region or in several regions at the same time. The intensity of the exchange of experience and the density of networking increases with the number of participating regions that launch a MaC Village process. It is recommended to communicate regionally and to work in parallel on the establishment of MaC Villages.

3.2. Preliminary Phase

The regional analysis (Chapter 9.1) is the first step in the preliminary phase of the MaC Village process. It precedes the subsequent MaC Village workshop series. On the one hand, the regional analysis forms the basis for a structured interaction between the participants and, on the other hand, makes it possible to characterise the regions with their peculiarities and their innovation potentials. In a favourable case, it becomes clear what character the respective participating region has, what its own self-image is, who the active people in the region are and which “hidden champions” there are in the region.

As part of the implementation of the regional analysis, it is ensured that elementary elements of a MaC Village innovation process, such as the determination of a region’s identity, the identification of appropriate local and regional actors, and the listing of regional resources, can be captured and provided for the workshop.

It is the start of MaC Village. It is a basic documentation preceding the workshop series and is located in the preliminary phase of the MaC Village process. It is designed to identify and vitalise the available “resources” of a region. Resources are understood to be the natural, cultural and human capital from which the region can draw. In addition, the regional analysis provides general information on the special addressing and integration of the CCIs envisaged in the project.

Goals

The regional analysis of MaC Village provides basic data and indicators that form the basis of the methodological framework for the development of innovation processes and the establishment of network structures between the stakeholders. The annexed handout on the regional analysis contains data collection forms that enable all interested parties who want to start MaC Village to carry out a structured data collection and to identify suitable stakeholders for the implementation of the workshop series. It helps to identify spaces of attraction for locating creativity.

The regional analysis focuses on questions about regional strengths and characteristics of rural regions, the cultural and local resources available there, and about the respective status that the creative industries already have in the region. Based on this, a regional classification into deficiency and abundance indicators is carried out, which clarify which resources are available in the respective regions and how the respective characteristics of individual location qualities are.

Results:

With the help of the generated data material, one or more **village profiles** will be created, depending on the number of participating villages, which will make it possible to reveal the characteristics of the participating regions and villages, to illustrate the identity of the respective area and to make commonalities as well as new things visible. At the same time, village profiles provide information on how innovations and creativity are already being lived and are a valuable basic framework for the series of workshops that build on them.

With the knowledge gained in the regional analyses, the participating actors can identify the different approaches and work out their own innovation strengths in a mutual exchange of experience. The results of the regional analysis are the starting point for efficiently testing and implementing diverse and easy-to-use innovation methods in order to promote rapid and joint competence building and innovative networking.

The regional analysis reveals the following core contents, which are needed for the subsequent phases:

- presence of villages/small towns with high business density and economic power
- proportion of villages/small towns with a high active stakeholder setting
- proportion of villages/small towns with a high willingness to innovate or shape the process
- possible group of participants that can be recruited for a MaC Village innovation process.

The further development and localisation of the regional analysis in the MaC Village process aims at creating networked “creative islands” e.g. hubs, clusters or one or more MaC Villages, each with its own identity, which can also be innovation pools for the development of creative milieus in rural areas beyond the project.

Determination of the participant composition

The regional analysis provides guidance on how to develop structured levels of interaction. The aim is to promote content-based and actor-based networking in MaC Village and to stimulate the development of cooperation between traditional local and regional entrepreneurs and the cultural and creative industries. Those responsible for the villages involved in the MaC Village process are called upon to select suitable stakeholders for the different levels of interaction.

Only in this way can the innovation model of MaC Village be oriented towards incremental further development, fed by spontaneous and surprising cooperation constellations. The framework is provided by the MaC Village workshop series, which is designed to enable different actors from different areas and economic sectors to discover and shape joint fields of action.

The following figure visualises the different levels of interaction in the MaC Village workshop series. In the MaC Village project, the workshop series was started simultaneously in three villages. In general, however, it is possible to work with only one village or with more than three villages in a region.

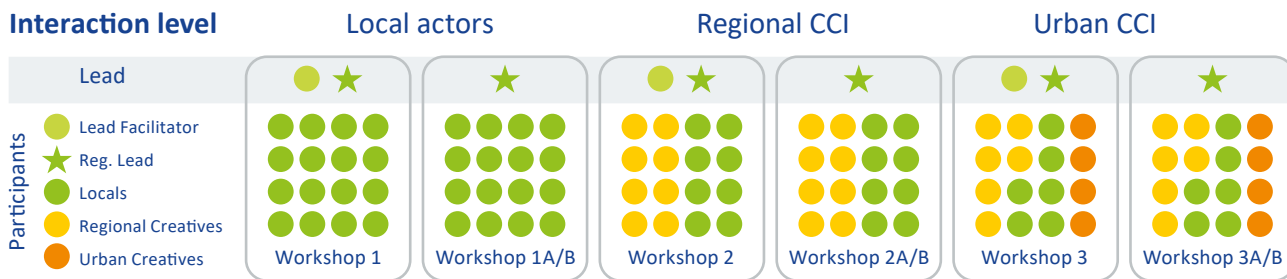


Figure 2 - Levels of interaction and composition of participants in the three-stage workshop series

Following Mac Village methodology, the levels of interaction between participants are as follows:

a. Local, regional interaction level

it is set up in the Starter Workshop (in the case of several participating regions in additional Starter Workshops A/B.... starting in parallel) and is staffed exclusively with participants from traditional entrepreneurs and actors of the village, the region (highlighted with green dots in Figure 2)

b. Regional interaction level of the regional creative industries

Here, interaction takes place in the development workshop and, if necessary, with participants from the regional CCIs. Ideally, the composition of participants in this workshop should consist of 50 % participants from each of the participating villages or the region, if possible, a high rate of participants from the previous Starter Workshop, and another 50 % of participants from the regional creative industries (highlighted in orange in Figure 2).

c. Urban interaction level of the creative industries

An extended participation of stakeholders from the CCIs of the urban environment is envisaged in the Consolidation Workshop. The most favourable constellation of participants consists of a differentiated group of participants from the local and regional entrepreneurship, with a high proportion from the Starter Workshop, participants from the regional creative industries and local actors, if possible with proportions that have already participated in the Development Workshop, as well as participants from the cultural and creative industries from the urban environment who are new to the Consolidation Workshop. (highlighted with dark red dots in Figure 2).

The **level of participants** illustrates the constellation of actors on which the three-stage workshop series of the innovation phase of MaC Village is based. The workshop participants of MaC Village are traditional business enterprises and actors from the villages, members of the regional cultural and creative industries as well as the grouping of cultural and creative industries coming from the urban environment. In the first round of workshops (**Starter Workshop**), work is deliberately carried out exclusively with local or regional business enterprises, with the aim of building up an initial common economic and innovation level that is geared towards new expansions of existing economic activities. In the **Development Workshop**, members of the regional creative industries are invited to join the existing group of participants from the first round of workshops in order to enrich the ideas that have emerged with impulses from the creative sector. In the **Consolidation Workshop**, creative people from the urban environment complement the rounds of participants.

The interaction level “Lead” is only relevant if the MaC Village innovation series is launched in several villages or regions at the same time. This approach implies a high interregional networking level as well as the possibility to increase regional innovation activities. The interaction level “Lead” shows who leads the workshops. In general, there are two variants to choose from. In the Starter Workshop, the innovation trainer who launches MaC Village and accompanies the entire process will take the lead (cf. Fig. Starter Workshop). At the same time, regional trainers will be appointed to conduct and document the mirror-image follow-up workshops in other villages (cf.1, Figure 2, Starter Workshop A/B). This will increase the workshop density, stabilise the contents and build up the competence of regional trainers. The same division of labour between innovation trainers in the lead and regional trainers applies to the development and consolidation workshops.

Detailed content-related instructions, data entry forms and instructions for action for carrying out the regional analysis are provided in the appendix (Chapter 9.1).

3.3. Innovation Phase

The core activity of the innovation phase in MaC Village is the three-stage workshop series of Starter, Development and Consolidation Workshops. In terms of content, the workshop series gradually builds up basic ideas of local actors for business models and, with the collaborative participation of external actors, preferably from the CCIs, develops innovations that can be implemented in rural areas. This includes common formats that are used to generate innovations, which are expanded by references from spatial and network theories.

The series of Starter, Development and Consolidation Workshops is geared towards a step-by-step cooperative generation of innovations. Each workshop phase produces its own results, which are relevant for the subsequent stages. Details, content and sample descriptions of the individual workshop formats are provided in the appendix (Chapter 9.2).

In general, MaC Village workshop formats can be divided into **process-led formats**, which follow the structural development from the idea to the implementation of new economic activities, and into **awareness-raising formats**, which take up potentials and development paths of the region and address the use of local or regional resources within the workshop sequence.

The objectives and content sequence of the MaC Village workshop series as well as the generation of results, which are recorded in special results documents, are shown in the table below:

Table 1 – Contents and objectives of the MaC Village workshop series

	Starter Workshop	Development Workshop	Consolidation Workshop
Objectiv 1	Generating ideas from local cooperation	Further developed ideas, products, services, business models, from cooperations between locals and creatives	Further developed ideas, products, services, business models from cooperations between locals, creatives, urbanites, globals located under a common vision and prepared for implementation in a pitch.
<i>Outcome document</i>	<i>Ideas profile</i>	<i>Regional Modell CANVAS</i>	<i>Vision / Pitch</i>
Objective 2	Identification with local resources	Finding and understanding local identity	Surprising networks, forming cooperations, building and perpetuating business models
<i>Outcome</i>	<i>Local cooperation, product ideas</i>	<i>Cooperation and actor network with the creative industries, business models</i>	<i>Market access within the framework of the given actor networks, products, services and business models, if necessary also transnational cooperation</i>

The detailed description and sequentially coordinated structure of the workshop series are presented in the method concept in the appendix Chapter 9.2.

3.4. Implementation Phase:

In the end of the MaC Village workshop series, after successful participation, ideas have been developed, business models have been set up and cooperations have been built. The implementation of the business ideas that have emerged is now in the pipeline.

At this point, the participants lack various tools to implement their project idea. For example, concrete questions about financing as well as questions about marketing or product design. For these purposes, MaC Village offers follow-up training courses that take into account the realisation status of the various business ideas. These can be chosen by the participants according to their needs and can thus be used as individualised intensive trainings to close existing knowledge gaps.

In detail, the following support formats for follow-up training are stored in MaC Village:

- Support Kit 1: Finance (Ch. 9.3.2)
- Support Kit 2: Collaboration and Contracting (Ch. 9.3.3)
- Support Kit 3: Customer and Target Groups (Ch. 9.3.4)
- Support Kit 4: Project Management and Business Planning (Ch. 9.3.5)
- Support Kit 5: Marketing and Distribution systems (Ch. 9.3.6)
- Support Kit 6: Sales, Branding and Social Media (Ch. 9.3.7)

The instructions and detailed descriptions of the connection trainings are provided in the appendix Chapter 9.3.



4.

MAC VILLAGE QUICKLY EXPLAINED

by Ksenija Npast, Ines Carstensen

In MaC Village, everything revolves around getting innovations off the ground using simple methods and what is available in the region. For this, local and regional entrepreneurs as well as creative people from the region and the urban environment are invited.

MaC Village is addressed to regional developers, mayors and innovation trainers who have an interest in getting new things off the ground in rural areas.

MaC Village's method is based on two core theses:

- With simple, easy-to-use methods that follow the concept of frugal innovation, creative islands can be created in rural areas that revitalise regional economies with new cooperations and business fields.
- Cooperation with entrepreneurs and freelancers from the cultural and creative industries spurs the emergence of creative milieus in rural regions.

The MaC Village recipe:

- take what is available from the region, - as many resources as possible,
- invites committed companies and visionaries from the region,
- networks them with creative people in various speed dating rounds to develop joint business ideas,
- brings the resulting project ideas to fruition in the following six months.

MaC Village is an innovation process developed to initiate innovation in rural areas between business enterprises and representatives of the Cultural and creative Industries. The resulting networks and business models provide impulses for new economic structures in rural areas.

WORKSHOP SETTINGS

HOW TO GET STARTED

MaC Village is an innovation process developed to initiate innovation in rural areas between business enterprises and representatives of the Cultural and Creative Industries (CCIs). The resulting networks and business models provide impulses for new economic structures in rural areas.



Hello, I am the “MaC Village Ambassador” and I will explain to you how you can start and carry out a MaC Village Innovation Process and what you and your region will gain from carrying out this process.



If you are an innovation trainer, regional developer or mayor in a village or rural region and want to use innovation to revitalize the economy, then MaC Village offers a training program that uses simple methods to get innovation processes off the ground and, with special constellations of participants, allows unusual product ideas and business models to emerge.

REGIONAL ANALYSIS

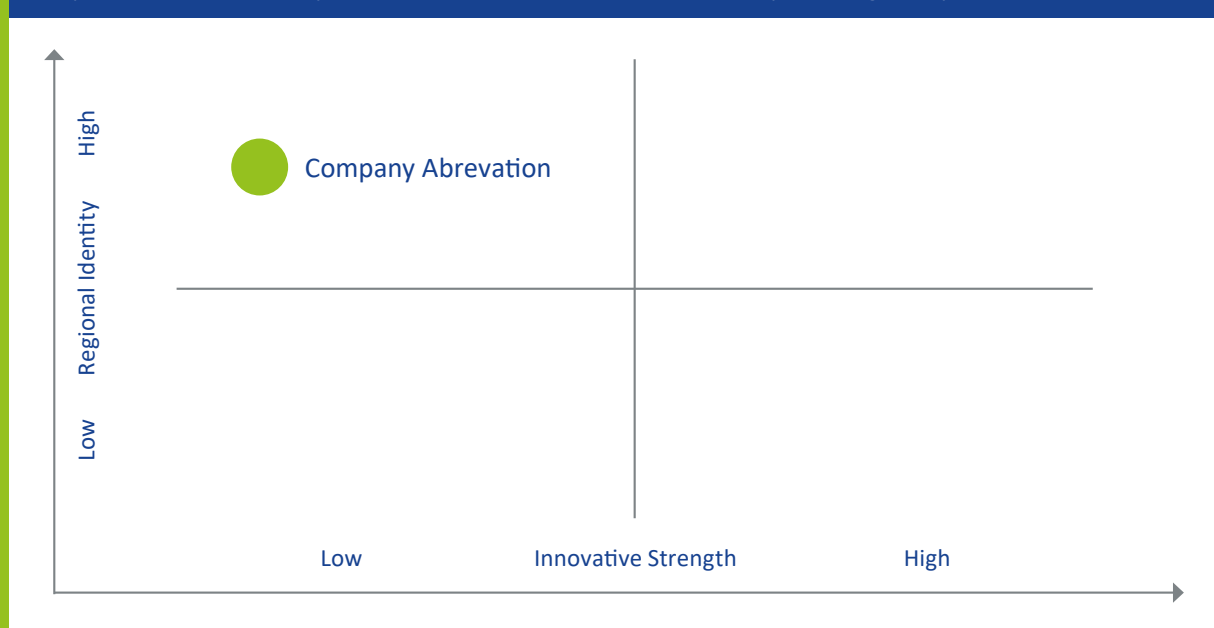
Template 3: Active MaC Village participants (Participant level: locals in traditional economic structures)

Nr.	Company Abreviation	Branch	Size of company	Short description	Participant contact details (Email, phone, address)
1.					only for internal purpose

Template 4: Level of interaction “New markets special regional products and services”

Nr.	Entrepreneurs for new markets & special regional products & Services	Short description (max. 100 words)
1.	Food industry Abbreviation of the company	

Template 5: Portfolio analysis: Level of interaction “New markets Special regional products and services”.



For the start of the MaC Village innovation process, a regional analysis is created, in which special features of the region are highlighted, resources of the region are identified and participants are selected according to a special selection procedure.

THE MAC VILLAGE METHODOLOGY



MaC Village is developed in the three-step workshop series. In the pre-phase all existing resources in the region are collected, in the innovation phase villages relate to the creative industry are connected in a three-stage workshop series to mature ideas into business models during the implantation phase, which is based on individual training sessions. Finally, networks for the revitalization of rural areas are created.

STARTER WORKSHOP



Speed-dating scene

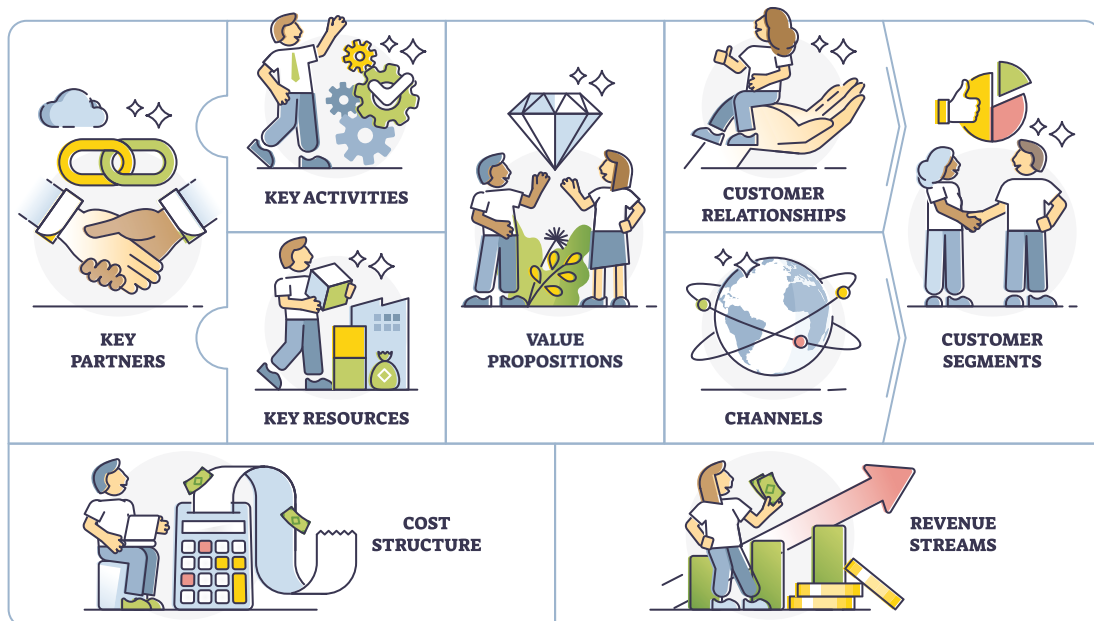
In Starter workshop participants exchange resource cards, untapped potentials from architecture, customs, landscapes...



...step by step learning in the starter workshop in which local and regional entrepreneurs participate is innovative approach to form and develop new products and services.

DEVELOPMENT WORKSHOP

REGIONAL MODEL CANVAS



In the second workshop, local and regional entrepreneurs who have already participated in the first workshop as well as new participants coming from the regional cultural and creative industries jointly develop Regional Model Canvas.

CONSOLIDATION WORKSHOP



The workshop participants presenting a pitch together.



In the 3rd workshop, participants from the first and 2nd workshops, as well as participants from the urban creative industry, prepare the branding of the business models created.

STAKEHOLDER SETTINGS

We accompany different participants in the MaC Village process: entrepreneurs, and representatives of the creative industries from the region.

Traditional Entrepreneurs



ANDREAS is landscape planner from a former brown coal region.



KARL is participant of the 1st workshop and is passionate geologist and organic farmer from the region.

KARL is known for its unconventional way of farming. In addition to his cattle, which are grazed year-round and are unusually people-friendly, he loves to plant his dormant farmland in color, contributing to the landscape aesthetics of the region.



ANDREAS is a landscape developer from the region, he re-naturalizes areas and leads them to new uses. His mission is to develop areas for tourism uses, among other things.

WORKSHOP PARTICIPANTS

Representatives of Regional Creative Industries



GABOR is IT specialist and web designer.



SIMONE is an innovation researcher and has a company for climate adaptation processes.



SAHAR & FOROUGH run a catering company with “fine dining” in a nearby metropolis.



SIMONE is an independent entrepreneur developing climate adaptation innovation solutions. The focus of the company is to develop digital technologies in the field of agriculture that promote climate resilience. **GABOR** is a web designer and network expert and organizes digital networks with companies from different industries.



SAHAR & FAROUGH are German-Iranian and run an innovative catering company for private and fine dining events. The events each simultaneously contribute greatly to intercultural understanding between European cultures and traditions from the Middle East.

KARL, ANDREAS, SIMONE, GABOR, SAHAR, and FOROUGH expressed interest in the MaC Village innovation workshops, as did many others. The innovation trainer profiled them in conversation and made a recommendation as to which workshop they should attend. **KARL** and **ANDREAS**, as entrepreneurs, are especially connected by their regional involvement in rural areas. They receive the recommendation to participate in the first workshop.

KARL and **ANDREAS** participate in the first workshop, they will continue to work on their business ideas and cooperation models created there in the second workshop.

SIMONE receives the recommendation to participate in the second workshop. **KARL, ANDREAS** and the other participants from the regional creative industries present their business ideas and cooperation's from the first workshop to her and the other participants. Together, everyone - regional companies and creatives, are now working on joint ideas and business models.



SARA, FAROUGH and **GABOR** participate in the third workshop on the recommendation of the innovation trainer aim. There they meet entrepreneurs and their business models from the first two workshops. **SARAH** and **GABOR**, the urban creatives from the nearby metropolis, mix everything up again. A new drive emerges that readjusts all the business models once again.

After the workshop series, the workshop participants develop financial plans and work on a joint market launch.

ANDREAS has developed the business model "Experience your landscape" with the new cooperation, plans for KARL different colored seed input and can use this for landscape aesthetics and tourist area development.

SIMONE has managed to use biosensors and scents to encourage the cows to graze selectively. This encourages the animals to graze only in certain areas, thus sparing other sensitive arable land.



GABOR is expanding the digital distribution of the new business model in networks.

MAC VILLAGE - IT'S ALL A QUESTION OF „FRUGAL INNOVATION“ - USING SIMPLE METHODS FOR RAPID INNOVATION IN RURAL AREAS.

5.

RESULTS FROM THE PARTNER REGIONS

by Veit Stephan Zweynert, Ksenija Npast, Simone Taddei, Roman Wappl, Gregor Erznožnik, Sebő Sánta, Kata Csordás, and Csaba Mata

The MaC Village world and its results are waiting for imitators. The following are products, services and regional development approaches that have emerged from MaC Village.

5.1. Austria

5.1.1 Pilot action Austria 1

Title of the pilot action	Living Lexicon Burgenland
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project management; Michael Jandrisics</p> <p>Project team constituted at the first workshop in October 2020.</p> <p>The project Living Lexicon Burgenland is a project that aims to make the diversity of languages in the Burgenland region visible. Due to its history, Burgenland has four other languages in addition to the official language German, some of which are still spoken by the older generation. These are the languages: Croatian, Hungarian, Romansh and Hianzic. In total, there are 34 multilingual communities in Burgenland. Since the linguistic diversity of Burgenland is increasingly being forgotten, the Living Lexicon Project is concerned with making the languages in the villages visible. To this end, signs or buttons are to be placed at prominent places in the villages in order to bring the diversity of languages into people's daily lives. Close cooperation and coordination with the communities is required.</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Multilingualism of Burgenland • 34 multilingual communities in Burgenland • Connection with creative industries (QR-code creation by programming company and media company for sound recording so that the speech/voice can also be listened to via smartphones)
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Simple learning offers for locals and tourists in the field of Burgenland's linguistic diversity • Commitment of the municipality to multilingualism and its tradition • Offer for kindergartens and schools within the framework of project weeks

5.1.2 Pilot action Austria 2

Title of the pilot action	Liszt-Art Raiding
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project management; Markus Landauer and Elisabeth Liebentritt</p> <p>The Liszt-Art Project developed over the process of many online workshops. In the starting workshop the idea of a Liszt App was born, which finally turned into the Liszt Art project. Raiding is home to the birthplace of composer and musician Franz Liszt, which is why the artist's birthplace offers a wide range of cultural activities. A recognizable negative trend is that these events increasingly address older generations. In order to dust off the image of Franz Liszt and appeal to younger age groups, the Liszt Art project was developed. Liszt -Art is a project for young artists from Austria and Hungary in the field of visual arts, held in the form of a competition. A cooperation with schools in Austria and Hungary is aspired.</p>
Resources used	<ul style="list-style-type: none"> • Birthplace of the musician and composer Franz Liszt • Liszt Center Raiding • Creative industries in the field of visual arts, as well as a film company for movie documentation
Impact on the region	<ul style="list-style-type: none"> • Younger visitors in Raiding • Increased relation to Franz Liszt • More overnight guests in Raiding and the surrounding area

5.1.3 Pilot action Austria 3

Title of the pilot action	Together along the cycle path
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project management: Petra Aminger and Toni Schuster</p> <p>On a cycle path that connects the Bucklige Welt with the Mittelburgenland, we want to promote the cooperation of inhabitants of the cycle path with users of the cycle path by making locals and guests (=cycle path users) more aware of the regional producers, businesses and suppliers (=cycle path residents). For this purpose, the communities along the cycle path must be involved. A cross-regional Leader project on this topic is currently being developed.</p>
Resources used	<ul style="list-style-type: none"> • Existing cycle path • Many producers on the bike path • Bicycle boom due to Covid-19 pandemic • Resource Toni Schuster from the region Bucklige Welt • Tourism responsible • Creative economy Burgenland by involving Mrs. Maria Hollunder in the project team.
Impact on the region	<ul style="list-style-type: none"> • Making the cycle path more attractive • More tourists in the region • Offering regional producers new sales opportunities for their products. • Connecting two regions across national borders

5.1.4 Pilot action Austria 4

Title of the pilot action	Border - LAND - Market in Schattendorf
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project management: Andrea Bierbaum and Harald Pinter</p> <p>The idea for the project "Grenz-LAND-Markt" was already born in the start workshop 2020. The project team consists mainly of members from the agricultural sector. The basic precondition for a cross-border food market is that the municipality of Schattendorf is located directly on the border to Hungary. A monthly market consisting of Austrian and Hungarian suppliers of regional food brings European interaction to the front. The project leaders entered a close cooperation with the village of Schattendorf. The municipality takes care of the necessary promotion and organization of the event. On September 11 2021, the first market already took place.</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Existing network to producers from Austria and Hungary • Municipality of Schattendorf • Creative industry for the production of advertising material
<p>Impact on the region</p>	<ul style="list-style-type: none"> • More visitors from local and far away in the municipality of Schattendorf • Connection of people across borders (Austria - Hungary) • New sales opportunities for organic producers • Role model for other communities • Increased regional added value



5.2. Germany

5.2.1 Pilot action Germany 1

Title of the pilot action	Fläming Event-Gastronomy
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project management: Bernd Schulz</p> <p>The project team was formed at the first workshop in September 2020 and expanded later. The project "Fläming Event Gastronomy" has its origins in the cooperation idea of the operator of the "Backschwein-Tenne" in Gömnigk and a manual therapist who organises climbing courses for families and companies in the DAV climbing hall in Wiesenburg/Mark. In the follow-up workshops, the project idea was further developed: regional producers, restaurateurs and caterers jointly offer a wider range of regional products (cold and hot, from vegan via exotic finger food to home cooking). Village communities, traders, companies and event organisers benefit as clients from the greater variety of these offers for their own visitors/customers. They gladly accept the individualised offers and of course pay for it. The result is a win-win-win situation. The core team of three producers/caterers has already supplied a Mac Village event as a pilot.</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Trend towards processing regional products from organic production in gastronomy • Networks of regional producers/restaurateurs in existence since the 1990s • New business models that restaurateurs and caterers are looking for in the wake of the Covid-19 crisis • Increased presence of farm shops, restaurateurs and mobile caterers in social networks • Agreement among the stakeholders to make their unique selling points more visible
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Usage of more varied offers by organisers of village and company festivals as well as traders, families and event operators for their more demanding audience • Attraction of new customers to the Fläming event gastronomy • Stronger generation of higher turnover on all sides and stabilisation of economic situation of regional businesses • Good example of regional circular economy

5.2.2 Pilot action Germany 2

Title of the pilot action	Fläminger Weideschwein
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project manager Anja Koch with her company "Fläminger Weideschwein" is part of the project "Fläming Event Gastronomy". Two years ago, she took over the free-range pig farm from farmer Bernd Schulz. Her passion is raising about 100 pasture-raised pigs in year-round free-range conditions. The animals are fed regionally produced organic feed only, no concentrated feed. Anja Koch is aware of the increasing number of her customers who attach great importance to such species-appropriate husbandry. Customers can visit her animals in the pasture, and Ms Koch is happy to answer their questions. The market share of such demanding consumers for pork products in Germany is currently 3%. It is continuously on the rise. The organic meat is sold both to the operator of the "Backschwein-Tenne" and to regional and national customers of Ms Koch's farm shop. The cooperation described here, with its expansion within the framework of the "Fläming Event Gastronomy" project with the aim of short distances between producers, processors and consumers, is an excellent example of regional circular economy.</p>
Resources used	<ul style="list-style-type: none"> • Regional organic fodder production • Short distances between the locations for production, processing and sales • Fläming event catering • High commitment of the producers and caterers involved to sustainable management • Creative industry for the production of advertising material (film team)
Impact on the region	<ul style="list-style-type: none"> • More visitors to the region • Higher profits for the participants through joint regional marketing • Exemplary synergy between regionally based enterprises becomes a figurehead • New sales opportunities for organic producers, increase in regional added value • Role model for other communities



5.2.3 Pilot action Germany 3

Title of the pilot action	Wild herbs Events and Team building
<p>Project leader/ project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Project management: Stefanie Görisch</p> <p>Project team: MaC Village participants, regional traders, cultural workers and creative people;</p> <p>As a alternative practitioner and herbal expert with many years of experience in the teambuilding industry, Stefanie Görisch started her own business offering alternative and creative team events after completing her studies in health tourism. She offers herbal walks & workshops in the field of herbal medicine, edible wild plants and nature connection. With her MaC Village pitch under the project title "Wild Herb Events and Teambuilding" she would like to motivate local companies and associations, individuals and groups to book their company outings, incentives and team events. Through MaC Village, Stefanie was encouraged in her venture. There she sharpened her business model and made important contacts. She enriches her events with games and exercises that promote mutual trust, connection to oneself, connection to nature and a sense of community.</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Training as an alternative practitioner and herbal expert • Own team building experience • Herbal and medicinal plant diversity of the region • Tourism industry and tourism associations • Cooperation with the Cultural and Creative Industries (CCI), also supra-regional (film team)
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Enrichment of the variety of offers in the regional CCI • New educational offer for companies and families with the combination of nature experience and team building • Contribution to health education, preventive health care and mindfulness



5.2.4 Pilot action Germany 4

Title of the pilot action	Innovative energy consulting for shaping the energy transition
<p>Project leader/ project team</p> <p>Cooperation with others (municipalities/etc,...)</p>	<p>Project management: Harald Lacher</p> <p>Cooperation partners: Brandenburg Economic Development Agency, Ministry of Energy, Potsdam Chamber of Commerce and Industry, Stadtwerke Bad Belzig</p> <p>The idea for the project "Innovative energy consulting for shaping the energy transition" was presented and discussed by Harald Lacher in the MaC Village Workshops. A push for the implementation of his project came in the Consolidation Workshop as well as in the trainings through the joint work on his pitch. In January 2021, Harald Lacher went into self-employment after many years of professional experience in the Bad Belzig municipal utilities and the consumer advice centre for private energy consulting. As an independent energy consultant and advisory energy service provider, he pursues the goal of supporting homeowners, municipal administrations and companies in the selection and planning of a sustainable and environmentally friendly energy supply. In addition to new technology, the energy transition requires a new understanding in order to realise new solutions together, he says. And: he loves to grow with each task and to integrate new experiences into old knowledge.</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Climate change as a challenge for new cooperative energy solutions • Far-sighted and sustainable perspectives in the energy industry (business as usual is not an option) • Experts with extensive training and practical experience in various roles (energy supplier, buyer and consultant) • Networking in the energy sector (companies, chamber of commerce, consumer advice centre) • Increasing demand for sustainable energy solutions in the region
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Increased number of offers of solutions for environmentally friendly and sustainable energy supply • Increased attractiveness of the region for environmentally conscious living and housing • Radiation of benefits of a proactive approach to climate change to other regions

5.3. Italy

5.3.1 Pilot action Italy 1

Title of the pilot action	Micropaths of taste
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>The entrepreneurial subject identified for the management of the service is a Community Cooperative, which will work in cooperation with local enterprises (travel agencies, tourist accommodation enterprises, typical producers, environmental guides, museum managers, etc.). In a long-term view the Community Cooperative is also able to carry out other services, through public contracts (such as the management of green areas, some social and socio-welfare services) and private contracts (such as the guarding and maintenance of holiday homes). Here, the cooperation between traditional SMEs and CCIs consist mainly in two aspects: 1. Designing of the micro-paths concept to be promoted, taking into account web and social networks-based strategies related to the slow tourism segment; 2. Promotion and selling of the micro-paths through web and social channels as an experience to live the area's typical traits and products. The pilot action was designed to involve all four pilot villages areas (Montesegale, Rocca Susella, Borgoratto Mormorolo, Borgo Priolo).</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • natural/environmental resources (hills, vineyards, hiking/biking trails network, etc.), historical/architectural resources (castles, churches, ancient rural buildings, etc.) • traditional enterprises and their typical products (mostly agricultural products - wine, honey, lavender, cured meat producers)
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Easy replication of the project idea in other areas, within the entire Oltrepò Pavese area.



5.3.2 Pilot action Italy 2

Title of the pilot action	Oltrepo' Brand
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>The objective is to build a network of local businesses (consortium), assisted by local creative businesses to identify innovative offline and online tools for the external promotion of the brand and also to provide a graphic design for the internal territorial identity (see project Living the Oltrepo'). CCIIs play an important role since the region's traditional enterprises do not own skills necessary to design a brand identity competitive on the market. The pilot action was designed to involve all four pilot villages areas (Montesegale, Rocca Susella, Borgoratto Mormorolo, Borgo Priolo).</p>
<p>Resources used</p>	<ol style="list-style-type: none"> 1. natural/environmental resources (hills, vineyards, hiking/biking trails network...), historical/architectural resources (castles, churches, ancient rural buildings....), intangible resources (festivals, traditions, legends....) 2. Traditional enterprises and their typical products (mostly agricultural products - wine, honey, lavender, cured meat producers) 3. Tourism traditional enterprises with their hospitality services
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Addressing the brand identity activity at the same time to two main target customer segments. These segments are: <ul style="list-style-type: none"> - local businesses: promotion of a unique tourism brand in terms of printed and online communication with lobbying activities with Tour Operators, Solidarity Purchasing Groups, or supra-local entities - final tourists: functional and widespread reception services, ready to meet the needs and requests for experiential and "slow tourism" packages.



5.3.3 Pilot action Italy 3

Title of the pilot action	Living the Oltrepo'
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>The entrepreneurial subject identified for the management of the service is Fondazione Futurae, a non-profit organisation established with the intention of giving continuity to the strategic experience of the network of the Authentic Villages of Italy, with particular reference to the themes of social development and sustainable local development. Here the cooperation between local actors (public administrators, enterprises, citizens) led to a new way of thinking local cooperation processes, that can be fostered through the application of models that the local communities never used before (design thinking, etc). The pilot action was designed to involve all four pilot villages areas (Montesegale, Rocca Susella, Borgoratto Mormorolo, Borgo Priolo)</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Resources from whole Oltrepò Pavese landscape, which is the sum of natural/environmental resources (hills, vineyards, hiking/biking trails network...), historical/architectural resources (castles, churches, ancient rural buildings...), intangible resources (festivals, traditions, legends...), productive resources (wine, honey, lavender, cured meat producers) and, last but not least, human resources (farmers, tourist accommodations workers, high-skilled workers that live in the area)
<p>Impact on the region</p>	<ul style="list-style-type: none"> • Convergence towards a (re)appropriation of the territory, of its excellence and typicality (The project idea is therefore an investment made by the local community for its own benefit.)



5.4. Slovenia

5.4.1 Pilot action Slovenia 1

Title of the pilot action	Fairy Tale Park Jezersko
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Park Jezersko Ltd (Recreational tourist centre) and Jezersko Tourist Board, both owners and managers of the Fairy Tale Park, are taking a key role in the networking of CCIs operating in the area. Key partners are also: Ms. Irena Cerar, a storyteller, author of four guides for families called "Fairy Trails of Slovenia" and a Certified Interpretive Guide (CIG) from Interpret Europe; Ms. Špela Kuhar, an independent architect in architectural planning, education and journalism, recipient of several Piranesi International Awards and Plečnik Medals, the Golden Pencil 2015 Award and Wooden Icon 2016 Award;</p> <p>Šenk's homestead, a tourist farm with authentic Alpine architecture, offering tourist accommodation, typical dishes from Jezersko and different sports tourism products and services. Business partnership for adaptation of stories, landscape planning and artistic design of sculptures and equipment is composed of Jezersko CCIs and experts from other regions: storytellers and interpretation guides, architects and designers, academic sculptors, masters of preserving cultural heritage. Product will offer an experience of folk tales in nature to the youngest and their families through storytelling, playing and skills challenges in nature. This will awaken their imagination and creativity, meet them up with the spiritual world of our ancestors, teach them how to explore, understand and respect nature, and remind them of values such as kindness, honesty, trust and helping others.</p>
<p>Resources used</p>	<ul style="list-style-type: none"> • Local flora, fauna, water resources and agricultural products meet the intangible cultural heritage (e.g. folk tales; legends; stories of local people – personalities) • New product will tap the innovative, business and market potential of folk tales and legends from Jezersko, as one the most important cultural heritage of this remote, unique and beautiful green valley in the heart of the Kamnik-Savinja Alps • Culinary specialties prepared from local ingredients
<p>Impact on the region</p>	<p>Development of pilot area Jezersko VISION in MaC Village to become the year-round attractive destination, keeping regular guests with a tourist product, which is a unique blend of art, nature and imagination.</p> <ul style="list-style-type: none"> • The art playroom in nature based on mythological tradition of Jezersko and the Kamnik-Savinja Alps, suitable for the Alpine space. After all, Jezersko is commitment to this by the membership of the international Mountaineering Villages initiative, "Bergsteigerdörfer". • A new established network of CCIs, under the leadership of Park Jezersko Ltd, will build-up a tourist product with a FIVE-FOLD+ OBJECTIVE: • Raising environmental and social responsibility of the youngest through playing and folk tales • Encouragement of the preservation of natural and cultural heritage in rural areas • Inspiration for a healthy and creative lifestyle • Supplement and upgrades for the tourist offer for families with children • Promotion of eco-tourism practices

5.4.2 Pilot action Slovenia 2

Title of the pilot action	Back to history “Escape room - search for a conspiracy letter”
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc,...)</p>	<p>The main challenge of the pilot action was to develop innovative and appealing product for tourists.</p> <p>The project idea creators are traditional entrepreneurs and are organized as self-employed entrepreneurs, institute and as farm:</p> <ul style="list-style-type: none"> • Local tourist guides, travel agency – they will have new innovative tourist product and has initiated the idea • Local bakery – offer homemade cakes • Local develop institute – developing and managing the escape room • Local eco farms – offering local gastronomy, local products, vines <p>The pilot was developed based on real historical events in the area, which are little known. The owner of the Rače castle in the 17th century was count Ivan Erazem Tattenbach. He was involved into the conspiracy story against emperor Leopold I of Hapsburg together with two Croatian nobles Ban Zrinski and count Frankopan. Their conspiracy story ended tragically. The conspiracy was reviled, and they were beheaded. Visitors of the escape room have to find the conspiracy letter of the plot. The tourism sector plays an important part in local economy because in Covid-19 lockdown the sector was affected severely. The escape room is an innovative product based on the local history and cultural resources. It strengthens and diversifies the local economy, involves entrepreneurship and employment, expands tourism offer and provides a unique experience in line with creative tourism.</p>
Resources used	<ul style="list-style-type: none"> • Municipality that made the premises available • Innovative non-profit institution that contributes technical knowledge as representative of creative industry • Local tourist guide who tells the story and introduces the participants to the story • Local providers (gastronomy providers, etc.)
Impact on the region	<ul style="list-style-type: none"> • Possibility of trading local products and services • Reduction of brain drain from the municipality and region



5.4.3 Pilot action Slovenia 3

Title of the pilot action	Themed Guest Rooms, Culinary Delicacies and Rural Agri-Food Hub (with degustation room) of the Danica Inn & Guest House
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>Tourism Bohinj – Public institute for the promotion of tourism development and Bohinj Tourist Association, owner and manager of the Danica Inn & Guest House, are taking a key role in the networking of CCIs operating in the area.</p> <p>Business partnership for architectural design (incl. visualisations), stories, renovation and construction work on exterior and interior is composed of Bohinj’s CCIs: architects, heritage interpreter, ethnologist, copywriters, photographers, graphic designers, craftsmen and LIP Furniture Bohinj Ltd, as a designer and manufacturer of wooden furniture and equipment from local tree types. Experts from other regions provided seating furniture, sanitary ceramics and accessories, interior design fabrics. Local farmers (crops) and food processing companies (food products) obtaining the Bohinjsko / From Bohinj certified business partnership around the menu. Complementary tourist offer and integral tourism products are managed in cooperation with certain farms, incoming tour operators, sport agencies, higher educational and research institutions and with Tourism Bohinj. Product offers an authentic nature, culinary and traditional skills experience to tourists and visitors. In addition, they will be encouraged to take part in carving, cooking lessons using ancient recipes, crafts, farm chores and harvesting wild herbs.</p>
Resources used	<ul style="list-style-type: none"> • Local flora, fauna, water resources and agricultural products meet the intangible cultural heritage (e.g. traditional knowledge and skills of wood, iron and food processing; tales; fairy tales; stories of local people - personalities) with a slight touch of modernity. • New product taps the innovative, business and market potential of wooden furniture and equipment for hospitality and tourism facilities made of local tree types, and of culinary specialties prepared from local ingredients.
Impact on the region	<ul style="list-style-type: none"> • Promotion, appreciation and enhancement of the quality and quantity of local wooden and food products, handicrafts, works of art and their links with the history, the culture and the traditions of the area. • Renovated Danica Inn & Guest House will connect all elements of Bohinj – either on a plate or through authentically designed interior - led by locals, domestic knowledge, traditional skills, tales, ancient recipes and innovation.

5.4.4 Pilot action Slovenia 4

Title of the pilot action	Modernization of the farmers market; all local – all domestic
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>The pilot is developed based on existing farmers' market activities. It is held regularly every Saturday morning in the courtyard of Rače Castle from 8 am to 11 am in the summer or from 9 a.m. to noon in the winter.</p> <p>The following entrepreneurs are involved in the creation and implementation:</p> <ul style="list-style-type: none"> • Local farmers that offer their products to the customers. Their offer includes different mostly ecological fruit and vegetables, meat products, milk products, honey products, vegetable seedlings, etc. • Municipality Rače-Fram has organized stalls and give space available for the market.
Resources used	<ul style="list-style-type: none"> • The pilot idea is based on resources and knowledge of local farmers and food producers and because of a growing trend of short food supply chain and selling in the local environment. • The farmers' market moto is "from farmers' garden to your kitchen". Important and unique is that local entrepreneurs sell good and quality food in local area. There is no long-distance transport from producer to customer.
Impact on the region	<p>The pilot idea Modernization of farmer's market; all local – all domestic will promote sustainability through:</p> <ul style="list-style-type: none"> • the life running in harmony with nature, • the people turning back to tradition, • customers can buy fresh products on the market, or they came to the farms, where they can see the food production and are confident in products' quality. • The involvement of local companies, farmers, etc. will give the territory the possibility of trading local products. It will reduce pollution in the municipality and region through short transport chains. It will improve human health by eating healthier locally grown food.



5.4.5 Pilot action Slovenia 5

Title of the pilot action	Pumpkin oil – green gold to every table
<p>Project leader/project team</p> <p>Cooperation with others (municipalities/etc.,...)</p>	<p>The pilot is developed on the popularity of the pumpkin seeds oil and old tradition – technical heritage. The old machines still operate, and company intend to turn them into a museum in the future. The following actors are involved in the creation and implementation of pilot idea:</p> <ul style="list-style-type: none"> • Fram oil factory • Local community • Farmers in Podravje and Pomurje region – factory buys seeds from them
Resources used	<ul style="list-style-type: none"> • People like pumpkin seeds oil, is the part of cuisine. The pumpkin seeds are not used only for oil production, but also in diet, seeing as they represent a rich source of fatty omega acids, vitamins, and minerals. • The pilot idea is developed based on cultural and technical heritage resources of the area.
Impact on the region	<p>Growth in in pumpkin seed oil interest among producers, who have expanded the areas of land planted with pumpkins and increased the production of oil. For visitors holds the opportunities associated primarily with sustainable economic growth and tourism</p> <p>Involvement of local companies, farmers, etc. who give the territory the possibility of trading products from pumpkin seeds. It already gives business opportunities and jobs to several farmers in region that are Fram’s oil factory suppliers.</p> <p>Promotion of technical heritage and knowledge about the pumpkin seed oil as a typical local product and part of local heritage, which is very attractive for the inhabitants of the region. The area will increase the oil’s purchase, and encourage more frequent use, which will lead to an increase in sales and ultimately, improved competitiveness and economic position for the producers.</p>



5.4.6 Pilot action Slovenia 6

Title of the pilot action	Short food supply chain (a new business model) with a common brand for local agricultural and food products and a Rural Agri-Food Hub (with degustation room)
Project leader/project team Cooperation with others (municipalities/etc.,...)	Local smallholder family farms (incl. goat, sheep and pig breeders), herbalists, beekeepers, food processing companies and providers of tourist accommodation are connecting themselves with Tourism Preddvor - Public institute for the promotion of tourism development and the Municipality of Preddvor. Product will offer an authentic culinary experience to tourists and visitors. In addition, they will be encouraged to take part in cooking lessons using ancient recipes, farm chores and harvesting wild herbs.
Resources used	New business model will tap the innovative, business and market potential of culinary specialties prepared from local ingredients.
Impact on the region	<ul style="list-style-type: none"> • Promotion, appreciation and enhancement of the quality and quantity of local food products and their links with the history, the culture and the traditions of the area. • Under the brand “Preddvorsko”/”From Preddvor” or similar, a new established network of CCIs, under the leadership of Tourism Preddvor - Public institute for the promotion of tourism development, Municipality of Preddvor and BSC Kranj, will build-up an agro-food system with a TWO-FOLD OBJECTIVE: <ul style="list-style-type: none"> - Offering customers high-quality food products - Allowing producers to gain a fairer value for their work on their farms or food processing companies.



5.5. Hungary

5.5.1 Pilot action Hungary 1

Title of the pilot action	Valley of the Dragon
Project leader/project team Cooperation with others (municipalities/etc.,...)	The project leader is a team made up of participants from the workshops, joined by the involved municipalities, the local craft NGO, the regional tourist office, local hospitality contractors, local producers and a local museum.
Resources used	The main resource is based on the natural values of the region, which is closely linked to the legends found in the area. In addition, local products and accommodation provide the basis for the project.
Impact on the region	The project provides an opportunity for participants to make their products / services more accessible to visitors to the area. And the Valley of the Dragon brand gives the region's residents a strong identity, for which a well-articulated series of events can be created, further enhancing the tourist appeal of the region.

5.5.2 Pilot action Hungary 2

Title of the pilot action	Bácska Buffalo – regional brand
Project leader/project team Cooperation with others (municipalities/etc.,...)	The leader of the project is the BÁCSALMÁSÉRT Feldolgozó és Értékesítő Start Szociális Szövetkezet (FOR BÁCSALMÁS Start Social Cooperative for Processing and Selling), cooperating with the Municipality of Bácsalmás and the Bácsalmás Tourism Office. They work together to develop a regional brand (Bácska Buffalo) to promote local products and producers, boost tourism and connect local assets, tourism, gastronomy and products.
Resources used	<ul style="list-style-type: none"> • local gastronomy • local and traditional products of the regional producers and entrepreneurs, also the local fauna and flora, natural assets (Sóstó – Salt Lake, water buffalos) • In case of events, local touristic assets (will be taken into consideration (windmills, traditional homesteads and farms, Ecotourism Visitor Centre)
Impact on the region	<ul style="list-style-type: none"> • Originally a very strong chilli paste produced and used by the locals • Uniqueness of region due to Buffalos that common in the region, but not common in general • Main message of regional products: natural (no preservatives), strong, local • Brand could be extended to a regional brand that reinforces local identity • It could be an inclusive brand for local products and initiatives (such as gastronomy festivals, fairs, common identity etc.)

5.5.3 Pilot action Hungary 3

Title of the pilot action	Via Maria Mecseki
Project leader/project team Cooperation with others (municipalities/etc,...)	The project leader is a team made up of participants from the workshops, joined by the involved municipalities, local hospitality contractors, local producers.
Resources used	The project is mainly based on the Maria Pilgrim Route passing through the involved villages. Landlords and local producers living in the region are another great resource for the project. It is also important to mention that the built heritage in the area played a major role in the project moving in this direction.
Impact on the region	The Via Maria Mosque is an untapped opportunity that can be of great help to local producers and accommodation providers. The region with its special natural features can be taken into a new context by strengthening the religious tourism and can thus aim a target group that can greatly boost tourism in the area.



6.

THEORETICAL REFERENCES, CONCEPT FORMATION AND DEVELOPMENT

by Ines Carstensen, Dirk Hagen, Henryk Stoeckert, Nina De Founga

6.1. Historical Development of the Cultural and Creative Industries

In the transition from a Fordist to a post-Fordist economy, lost jobs and declining tax revenues can hardly be adequately compensated. In the 1990s, the then government of British Prime Minister Tony Blair therefore promoted the concept of “creative industries” as a new economic policy perspective. The aims of the British Labour government can be seen as replacing lost industrial jobs with new jobs or through the establishment of new companies in the creative or culture-related sectors. This was first documented in the 1998 report of the Creative Industries Task Force of the Great Britain Department of Culture, Media and Sport: Around 1.5 million people were employed in 13 different sectors of the economy: advertising, architecture, the arts and antiques market, crafts, design, designer fashion, film, interactive leisure software, music, performing arts, publishing, software, television and radio. That accounted for around 5% of total employment and 4% of gross national product (Bakhshi et al. 2013, British Council 2017). In the course of this, the concept of the creative industry was expanded to include the dimension of culture and henceforth referred to as CCIs.

Thus, creative-based activities have increasingly emerged as a community beacon of hope for Western economies. They have developed dynamically and have become the focus of attention in Western economies in particular, but also worldwide (Boix et al. 2010, United Nations 2013).



6.2. Terminology and Delimitation of the Cultural and Creative Industries

The definition of the CCI has been inconsistent for a long time due to the fact that the economic sector was only pushed in Europe since the mid-1990s and the Creative Industries Task Force positioned in Great Britain at that time. For a long time, there was also no common understanding between the various nations such as Europe, the USA and Asia on how to delimit the CCI economic sector. Even global organisations such as OECD, UNESCO or the World Bank or the CCI in the D-A-C-H region were unable to find a consensual denominator to describe CCI (Weckerle et al. 2008: p. 9 ff.). To this end, more CCI reports on individual regions and cities have appeared recently, which show differences in terms of definitions, approaches and statistical delimitation (cf. Reich 2013). A uniform delimitation of the CCIs, CCI sector was established in the research reports of the “Initiative Kultur & Kreativwirtschaft der Bundesregierung Deutschland” (BMW 2009, 2014, Federal Ministry for Economic Affairs and Energy 2018). The focus of this is on the British creative industries concept; in addition, compatibility with the EU-wide understanding was established.

The delimitation of the CCI economic sector in MaC Village is based on an EU denominator achieved by consensus and defines the following submarkets as “core sectors” of CCI:

Table 23 - Sector structure and submarkets of the CCIs (Federal Ministry for Economic Affairs and Energy (BMW) 2018)

Cultural industries	Creative industrie
Music industry	Advertising market
Book market	Software/ Games Industry
Art market	Others
Film industry	
Broadcasting industry	
Press market	
Performing arts market	
Design industry	
Architecture market	

In addition to the above core sectors, the item “Other” is introduced. This is made up of various areas not covered by the other sub-sectors, such as libraries and archives, operation of historical sites and buildings and similar attractions, botanical and zoological gardens as well as nature parks, self-employed interpreters, photo laboratories, production of coins and production of fantasy jewellery. These are essentially economic sectors that cannot be clearly assigned to other sub-sectors or markets. However, these areas could certainly be relevant, especially for the development of creative hubs or clusters, etc. in rural areas.

The common understanding of the CCIs is that the creative or cultural activity in the sense of content, work, product or service is at the centre of the respective activity:

Definition of CCIs

“The cultural and creative industries comprise all cultural and creative enterprises that are mainly market-oriented and deal with the creation, production and/or dissemination through the media of cultural/creative goods and services.”

(Federal Ministry for Economic Affairs and Energy (BMWi) 2018: S.3).

Often, cultural institutions such as theatres or museums, usually public institutions that are predominantly financed by the municipalities, are understood as culture. However, with the emphasis on culture in this sense it is understood less as a cultural economy and more as a cultural sector. The dynamics and development potentials are to be seen less in the publicly financed institutions, but rather in creative-based private sector enterprises and their services and products. It is precisely the dynamics of that those services or products that can be understood as what is remarkable in the context of CCIs. While state-funded institutions such as museums, national galleries, but also the large public broadcasters do not have any significant private sector dynamics, smaller creative-based businesses also receive public contracts. For these businesses, business survival is often possible through privately-oriented demand only (cf. Hagen 2016).

6.3. Companies of the Cultural and Creative Industries

The CCIs are understood to be all businesses or enterprises (including solo self-employed persons) that operate in a market economy and are subject to value added tax. This group does not include enterprises, institutions or other association-like forms that are largely not financed by the market, but are supported by public funding, maintained by fee financing or promoted by non-profit funds.

However, the above-mentioned enterprises, which are not classified as part of the cultural and creative industries, are often networking catalysts of the economic sector of the cultural and creative industries. In this respect, they belong to the highly relevant economic segments of MaC Village, even if they are not to be understood as an actual part of the CCIs according to the definition.

In some publications, the economic sector of the CCIs is divided into three sectors for this purpose: The public sector (e.g. state museums, theatres, etc.); the private, commercial sector (which is to be understood as the CCIs); and the intermediary sector (Weckerle, Gerich, Söndermann 2008). The intermediary sector is not profit-oriented and depends on funding from e.g. sponsors. The commercial CCIs are among the core sectors of MaC Village. However, there are significant interdependencies between all three sectors. For example, individual museums, art houses, etc. can be economic clients for companies in the CCIs to a certain extent, just as intermediary companies have possible spill over effects and can thus become part of a MaC Village network.



6.4. From Cultural and Creative Industries to Creative Economy

The British basic concept of CCIs was criticised early on. For example, businesses which activities or products demonstrate a high level of creativity do not count as part of the CCI economic sector if they cannot be attributed to one of the CCI submarkets. Howkins subsequently developed the concept of the creative economy (cf. Howkins 2013). He uses it to describe an economic system that's value is increasingly based on creative qualities. Compared to the CCIs, which are limited to certain sectors, the creative economy expands the scope to include creative activities of an entire economy, and thus is much broader in scope. However, the CCI concept is preferred in the EU and worldwide due to its statistical traceability and comparability as well as its economic dimension.

The CCIs are preferably concentrated in large cities and were previously assessed as an urban phenomenon. Urban economic approaches, such as Creative City (cf. Landry 2000) and Creative Class (cf. Florida 2002) finally led to a considerable increase in the importance of CCIs. Power (2002) for Stockholm, Pratt (1997) for London, Scott (1996) for Los Angeles, Currid (2007) for New York and Mundelius (2007) for Berlin pointed out early on that it is precisely in metropolises that creative-based sectors develop dynamically. The decisive factor for the interest in the CCIs, and thus also the interest in creativity and culture, was the increasing economic importance of this industry. However, it is not entire cities that are creative, but only a few individual city districts, whereas other urban spaces remain untouched by positive spill over effects of the CCIs (Hagen 2016).

Networks are used to explain development trends in individual sectors of the CCIs. The quality of networks in the sense of permeability or openness is crucial in order to accommodate processes of change and ultimately trigger new, innovative developments. If one understands social relationships in the sense of networks, it also becomes clear that such connections can be found in social forms of society such as scenes (Hagen 2016, Straw 2004).

In the 1980s, the research group "Groupe de Recherche sur les Milieux Innovateurs" (GREMI) developed the concept of "innovative/creative milieu" (Camagni et al 1991). Creative milieus are attributed a regional reference in particular. Since the 1990s, the "creative milieu" approach has become increasingly popular in academic discussions and has also been used to explain the dynamics of the creative industries.

6.5. From the City to the Village: Hub, Cluster, Region

The CCIs prefer to locate themselves in so-called "hubs". This can mean, for example, a single house that has a special atmosphere and has been designed as a co-working space. If the hub is successfully revitalised, these objects are suitable as the nucleus of a resulting cluster, in which other companies from the CCIs settle in the immediate vicinity. If such clusters that have emerged from hubs are then networked, we can speak of the Creative Region (cf. British Council, 2017).

The above-mentioned development approaches are taken up in MaC Village and transferred to rural areas. Due to the particularly small-scale, often pedestrianised structure, low rental costs, digital independence from fixed workplace locations and other relevant factors, it is precisely in the rural environment that places can be found that offer a basis for the formation of a subsequent creative milieu.

The creative industries are particularly successful in the area of business start-ups. The economic turnover of the CCIs thus differs considerably. While high turnovers are achieved in the software and games sector in particular, other businesses, especially young ones, sometimes have precarious employment conditions and only very low turnovers. Overall, the cultural and creative industries must be understood as an economic sector with predominantly smaller businesses (cf. Hutton 2015). Cooperation with the cultural and creative industries often contributes to increased competitiveness through spillover effects and knowledge transfer. Cooperation and networking with the CCIs offer potential for the creation of

synergy effects with regional economic actors and increased the innovation potential of local companies (cf. British Council 2017, BMWI 2018).

The CCI in particular are associated with new forms of work, such as co-working approaches, collaborative working, etc., which produce pioneering social achievements. In rural areas, the CCI can then often act as social innovators that initiate new forms of work and networks. The high proportion of young entrepreneurs in the creative industries has a reinforcing effect here.

CCIs in MaC Village

MaC Village does not limit cooperation with the CCI to the tight corset of definitional confinement. Instead, MaC Village focuses on creativity as the driving force for innovation, which is not limited to submarkets. A definitional limitation is only applied in MaC Village when it comes to an initial identification of regional CCI markets in regions where a MaC Village process is to be launched.

6.6. Frugal Innovation - Progress Instead of Perfection

The concept of frugal innovation entails on the one hand a reduction to the bare essentials and on the other hand a focus on innovation. The credo of a frugal innovation process is to achieve the maximum with the minimum use of resources. The following principles illustrate the idea of frugal innovation:

Drawing from the full

The ideal starting point: The dream of every innovator is to have enough budget to be able to pursue every idea. To be accompanied by countless partners equipped with skills in all areas, as well as a network, multipliers and supporters of all kinds. Silicon Valley has been the epitome of this abundance for years. Especially for digital and internet innovations.

In the first workshop phase in MaC Village, the participants are given the opportunity to develop their ideas without regard to any limitations.

Innovation with limited resources

The uncomfortable reality: But what do the others do? What to do when time, money and resources are limited? When there is no extensive network of partners to support you? When the ideas don't bubble up on their own? One approach to limited funding in Western countries is investors, start-up grants, regional economic development. These funds help in the development of innovations. A solution for the lack of a network of supporters often comes with this approach.

The frugal innovation process of MaC Village has a strong focus on the use of existing and scarce resources, which encourages participants to use what is available in the region and to create something new from it. To start a MaC Village process, it is recommended to integrate instruments of regional start-up financing into the programme in order to be able to support emerging business models with limited financial resources from the very beginning.

Good ideas alone are not enough

The prospect of success: Start-up financing is particularly helpful in developing new products, services and business models. For these ideas to become viable innovations, they must be accepted on the market. It must be possible to buy, operate and use them with the available funds. So the infrastructure must be right.

For the development and implementation of business models that can arise from cooperation processes in MaC Village, MaC Village provides follow-up training units that close existing knowledge gaps for implementation. Special support kits are available, which can be run through by the participants according to their respective starting position.

Frugal innovations use existing resources

Reduction to the bare essentials: In economically underdeveloped areas, often, there is a lack of sufficient and stable infrastructures. Nevertheless, innovations are created there that can be developed with available resources and are usable under adverse circumstances. The lack of complexity as well as the innovative power achieved through simple methods is the recipe for success of frugal innovations. Frugal is to be interpreted here in the sense of simple, plain, economical and frugal. No unnecessary complexity complicates the innovation process. By focusing on the most important functionalities, without unnecessary waste of resources and at the same time using local and regional resources, a new innovation process can be achieved that also promotes sustainable innovation.

MaC Village's method guidance takes into account both prerequisites necessary for the development of simple and practical innovation processes:

- The constellation of participants in MaC Village is set up from the beginning in such a way that cooperation between entrepreneurs and civil society from villages and the cultural and creative industries can take place in a trusting manner.
- The formats prepared for workshops in MaC Village push the use of existing resources from the region.

The principle of simplicity - from emerging markets back to industrialised nations

Examples of frugal innovations are the world's cheapest car the Tata Nano, the \$1 microscope and the powerless air conditioner made from plastic bottles. The growing understanding of the need for sustainability and resource efficiency makes frugal innovations interesting for industrialised nations as well. It is understood that frugal innovations can not only be more ecologically and socially sensible. Economic efficiency and short times of development until market release make frugal innovations relevant contenders compared to cumbersome research and development projects that take decades.

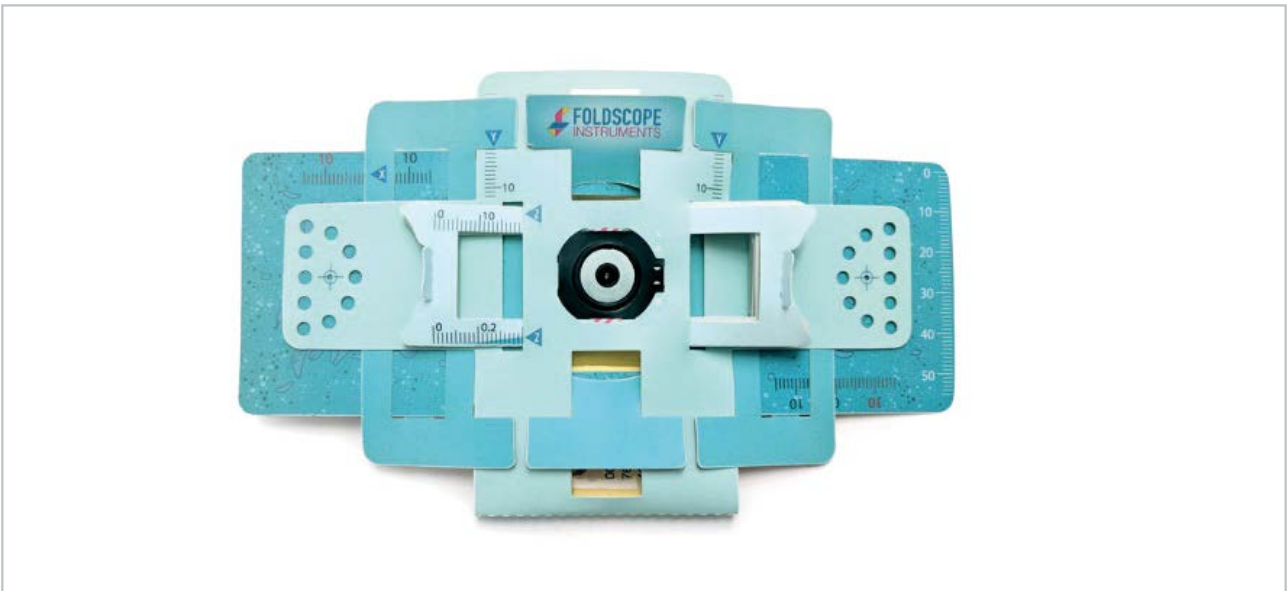


Figure 3 - 1\$-Microscope (Quelle: Foldscope)

The transfer of frugal innovation approaches to rural areas creates the option of accelerated innovation processes in MaC Village, for which a methodological framework was designed in the sequential series of workshops.

From the metropolis to rural regions and back

Established networks of customers, multipliers and providers shape the picture in metropolitan regions. They are a breeding ground for innovations and, if used well, also for frugal innovations. Rural regions offer history, tradition, space and many other resources in abundance. They often lack customers who are willing to experiment, established and supra-regional networks as well as contacts in the urban creative industries. Both form a perfect combination of surplus and shortage for frugal innovation.

The structured network building tested in MaC Village, which promotes targeted cooperation between rural areas and the CCIs, forms the basis for the development and implementation of frugal innovations that can quickly find their way into practice.

From surprisingly positive result to everyday tool

Frugal innovations seem to work. They are usually developed rather randomly and without a structured, Frugal innovations have proven to work well in many cases. They are usually developed rather randomly and without a structured, learnable procedure. The next consistent step is to enable the innovation outcome through repeatedly applicable, simple tools: a frugal process to develop innovation that can be used in limited time, with limited resources and without major hurdles. An attitude, mind set and tools for innovation with limited resources is promoted by the Frugal Thinking innovation process..

MaC Village training tools follow the process of frugal thinking. They are simple, easy to use and promote the use of regional resources.

An example format developed for MaC Village in the spirit of Frugal Thinking is the Regional Model Canvas (RMC) tool:

Analogous to the well-known model of the “Business Model Canvas” (BMC), (Osterwalder: 2010), which focuses on the user or buyer, the RMC in MaC Village focuses on the competences and resources of the region as well as the formation of cooperation networks of its actors. Thus, it does justice to critical arguments that fall short in a pure user-centred approach (Verrue 2014:19). It also adopts other borrowings that have transferred Osterwalder’s BMC to cross-economic contexts (Qastharin 2105:8). In addition to the RMC located in the MaC Village workshops, complementary application tools have been developed upstream of the traditional Canvas process that incorporate regional references. These include formats such as the regional analysis, idea profiles, resource description, resource break, resource map and the regional identity map, the detailed description of which can be found in the appendix (Ch. 9.1 and 9.2).

Creating progress instead of perfection with existing means

In many economic sectors of Western industrial nations, systematisations based on design thinking, inventive problem solving and structured innovation are practically and successfully applied. These are often associated with high complexity and the goal of developing highly functional, sophisticated and strongly mature innovations. The Frugal Thinking approach, on the other hand, aims to offer existing tools in a simplified, easy-to-learn and quickly applicable form. It stands for accelerated progress in large steps as opposed to minimal optimisations and perfections of already highly mature solutions as well as for ecologically, economically and socially sensible innovations.

In MaC Village, sustainable innovation generation in particular comes into play. Through the direct participation of local and regional stakeholders and the integration of local resources in the development of business models, a high proportion of regional value creation is promoted, which benefits the region itself.

The example format of the “Crazy Cooperation

A format developed for MaC Village for spontaneous interaction in the spirit of frugal thinking is Crazy Cooperation. The format brings together entrepreneurs who could not be more different and helps them to develop an innovative offer that helps both partners. In one specific case, a hotelier from a rural region and a producer of heatable concrete who runs his business in the nearby city have come together. Together, this “crazy” cooperation now delights Christmas market visitors by having them enjoy mulled wine at heated bar tables. Details on this method are found in the appendix in the method concept.

Crazy Cooperation is one of the formats used that has been tested successfully several times in MaC Village during the three-stage innovation generation process. The selection process set before the start of MaC Village to determine the line-up of participants in different workshop phases ensures a variety of participant profiles that inspire the success of formats like Crazy Cooperation.

EVALUATION OF MAC VILLAGE

by Ines Carstensen, Marcel Herold

In the Interreg project MaC Village, a total of five countries (Germany, Austria, Slovenia, Hungary and Italy), each with one region and three villages, started the workshop series in parallelly.

The implementation of MaC Village was reviewed on the basis of numerous evaluations, which provide information on the extent to which MaC Village can be used as a meaningful instrument for generating innovation in rural areas and whether the cooperation between local, regional and urban entrepreneurs, freelancers and creative people set up in the project was crowned with success.

For this purpose, evaluations were conducted with the workshop participants after each workshop phase as well as after the subsequent training workshops. The forms for these evaluations are provided in the appendix and can be adapted by interested readers for their own evaluations as needed.

In addition, the workshop series and method were evaluated by the trainers in the partner regions using a standardised questionnaire. A subsequent qualitative survey of the partners and trainers was conducted using an expert guide. The expert interview took place within the framework of a three-hour online discussion. The interview was recorded in order to preserve and analyse the feedback.

7.1. Statements and Assessments of Partner Regions and Workshop Participants on MaC Village

A lively participation process provided good insights into the user-friendliness and acceptance of MaC Village. In the following, statements of the workshop participants as well as the workshop trainers are presented, each assessing the user-friendliness, the added value and the outcome of the MaC Village process from their own perspective. Separate questions were also asked about the extent to which the cooperation between the workshop participants, in their particular composition between local entrepreneurs and freelancers and entrepreneurs from the cultural and creative scene, was goal-oriented.

Statements on the user-friendliness of MaC Village formats:

A core objective of MaC Village is to promote innovative thinking and action. Answers to this can be found, for example, in the question of the extent to which the participants were able to develop new ideas for their own company as a result of the workshop series. A look at the participants' statements shows that the majority agree with this. A detailed look shows that there are clear differences between the partner countries. Italy, for example, set significantly less new impulses with MaC Village than Hungary. The expert interviews with the trainers revealed that Italy has already developed very strong guidelines for the positioning of its region, which leave little room for anything completely "new", whereas the participating region of Hungary is still largely open to new regional developments. At the same time, Italy has used the MaC Village process to identify additions to existing business areas that make an additional and also new contribution to existing regional developments.

I have been able to generate new ideas for my company

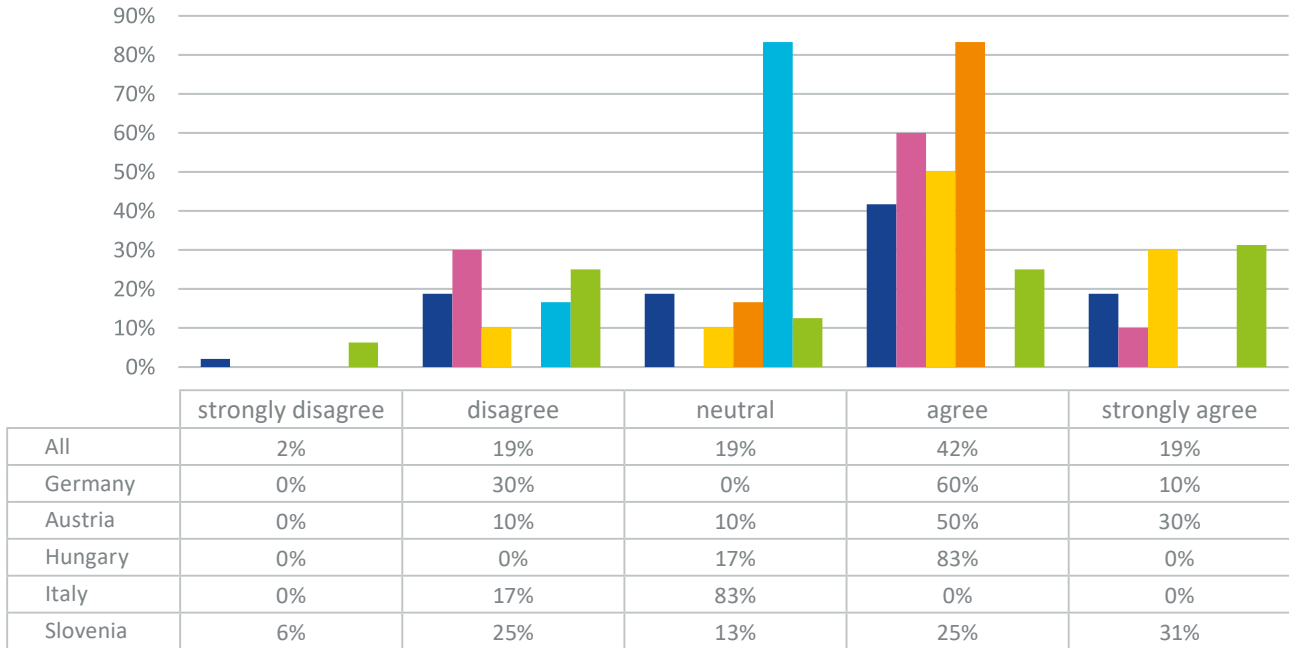


Figure 4 - Achieving new impulses through MaC Village workshop formats

Formats that could be used to develop regional business models were very well received in terms of applicability and benefits for the participants. An example of this is the format of the Business Model Canvas (BMC, Osterwalder et al. 2010) modified in MaC Village into a Regional Model Canvas (RMC). The participants were able to easily apply this format, which was developed in the development workshop, for the development of their own regional business models and ultimately came to the conclusion that the business models developed in the workshops have a realistic chance of being successfully implemented in the region.

It was easy for us to add existing ideas to the Regional Business Canvas

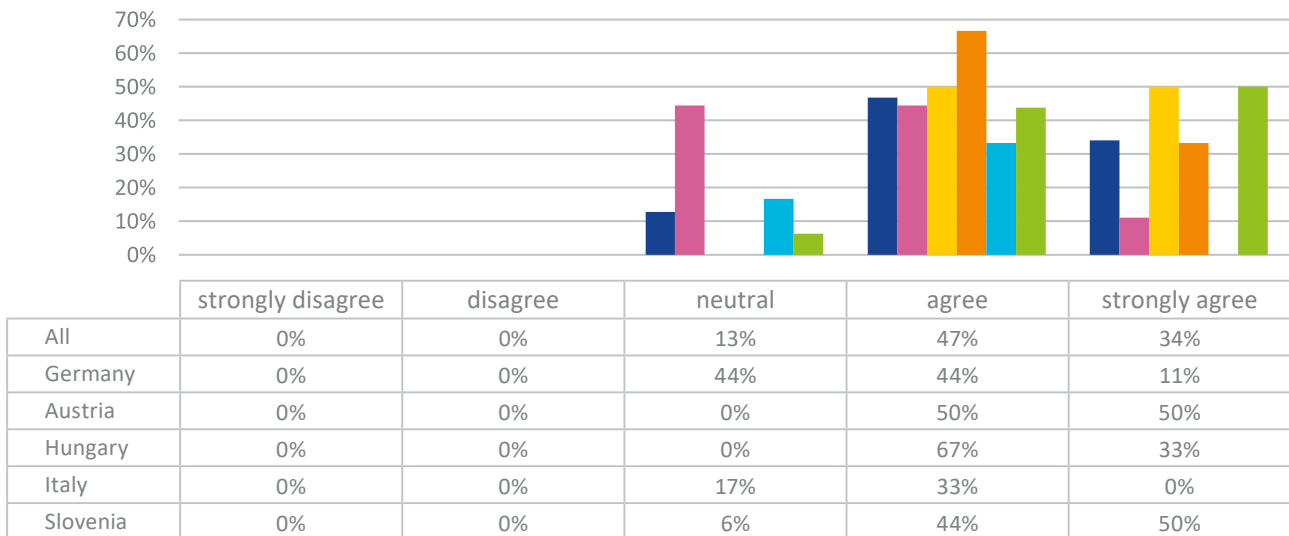


Figure 5 - Usability of MaC Village workshop formats

With the Regional Model Canvas we were able to develop various business models that have a direct regional reference.

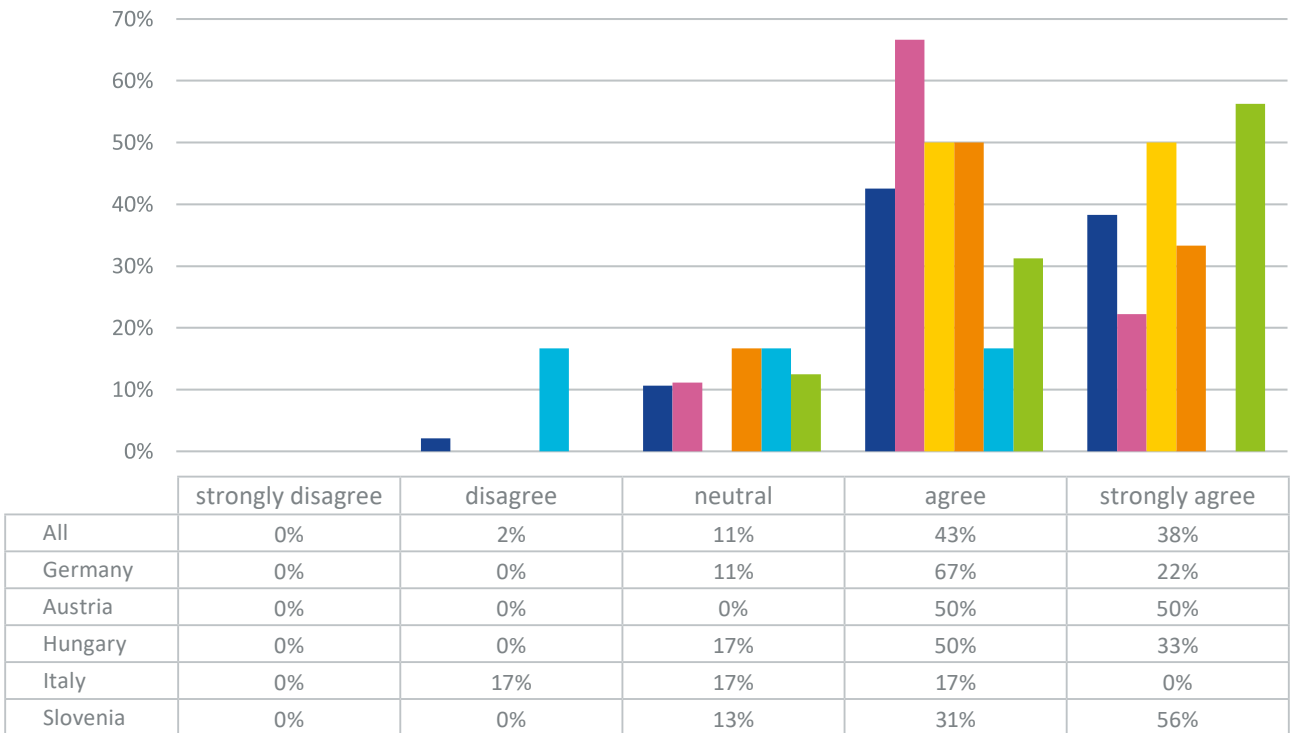


Figure 6 - Fit of the RMC for the development of regional business models

I am convinced that the business models developed in the workshop have a realistic chance of being implemented.

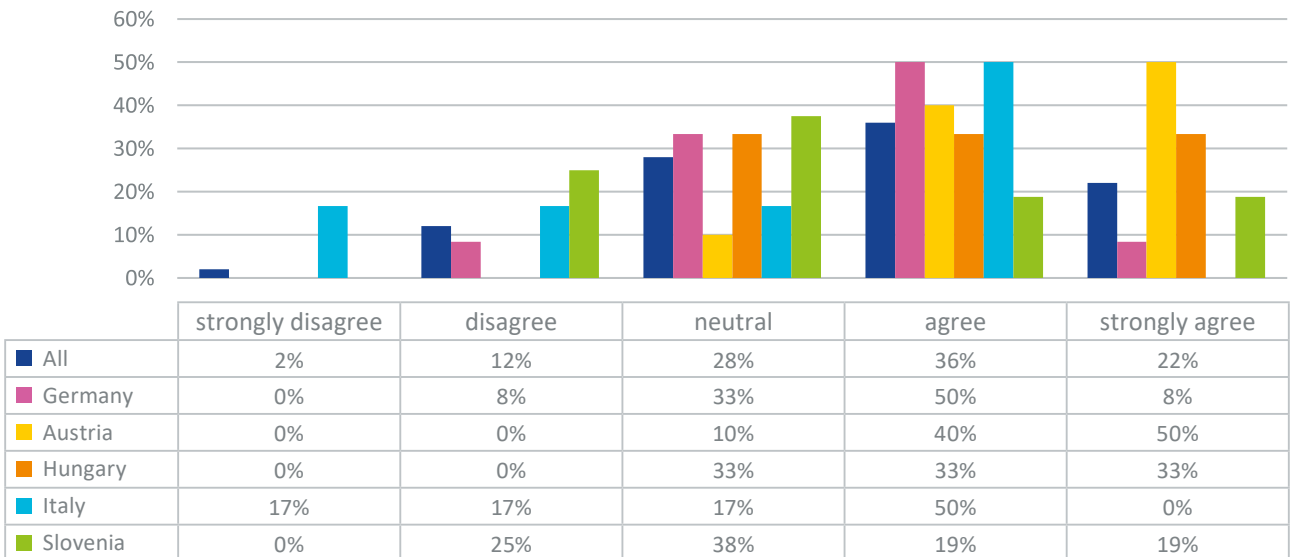


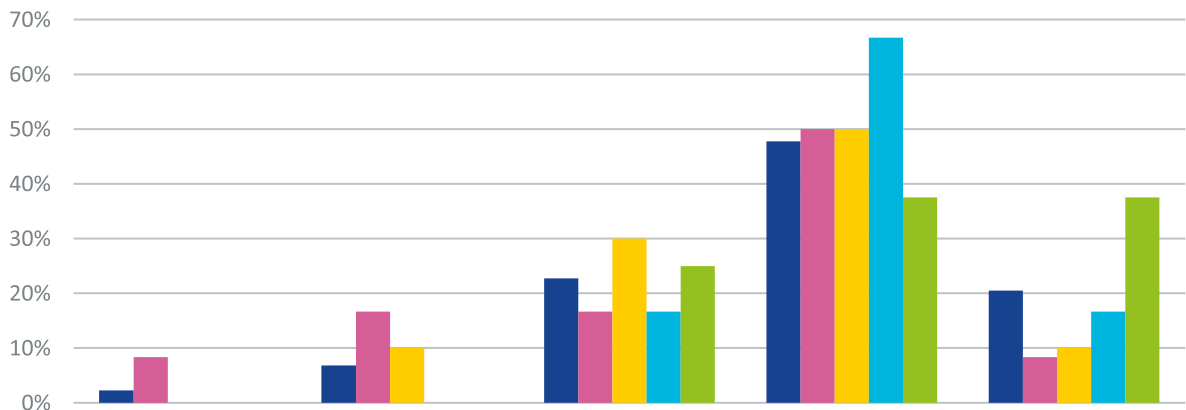
Figure 7 - Assessment of the implementation of developed regional business models

The table above shows that there were also different country assessments here. The Austrian participants were particularly positive about the chances of realising the ideas they had developed. It should be noted that the partner in Austria, unlike the other partner countries, provided very close support for the participants and maintained a very intensive exchange with the participants even between the workshop phases. The early integration of Trello as a digital networking tool, which the participants could use to enter their developed ideas, found corresponding acceptance in Austria, which was rather difficult in other countries.

Overall, it can be seen that the thematisation of regional resources, which can be found in the individual workshop sequences, strengthens the participants' awareness of their own regional characteristics and promotes a creative approach to the integration of regional resources in their own business field.

As an example of this, the participants' assessments of the following workshop format, which was conducted in a digital version with the participants, can be cited.

The digital associations to regional resources generated by the participants showed me how we can work with regional characteristics in a new way



	strongly disagree	disagree	neutral	agree	strongly agree
All	2%	7%	23%	48%	20%
Germany	8%	17%	17%	50%	8%
Austria	0%	100%	30%	50%	10%
Italy	0%	0%	17%	67%	17%
Slovenia	0%	0%	25%	38%	38%

Figure 8 - Integration of regional characteristics into the workshop process

Another objective of MaC Village is to achieve networking and long-term cooperation with creative people. These were invited to participate in the second workshop. The participation of the cultural and creative industries was perceived as enriching by local and regional companies, and cooperation and integration into existing project ideas was easily possible. In particular, the participants from Austria stated a fruitful cooperation with participants from the creative industries.



The participation of people from the creative sector was helpful to continue working on the first ideas, business models and products.

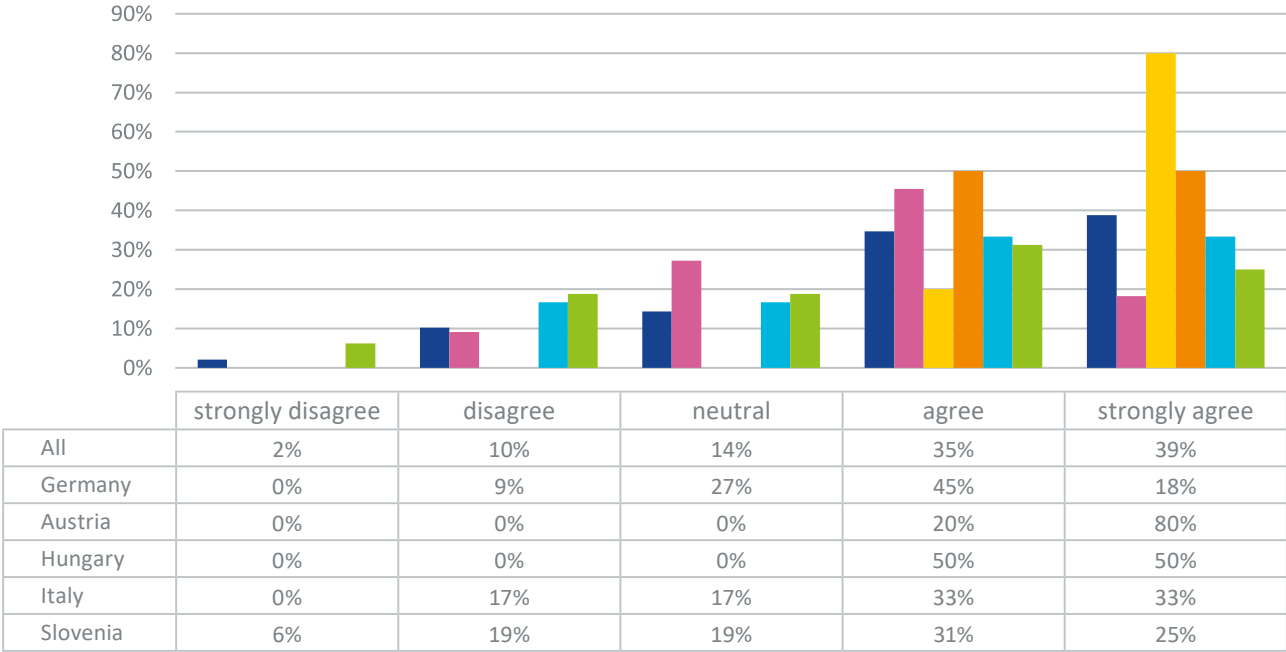


Figure 9 - The cultural and creative industries as innovation accelerators for existing business ideas

The majority of the participants from the partner regions came to the conclusion that the cultural and creative industries open the view for new business fields and potential cooperations. Especially the partner from Austria - followed by the partner from Italy - succeeded in the mutual inspiration between creative industries and traditional approaches of local entrepreneurs.

Working with partners from the creative industries opens up new business cooperation opportunities for me

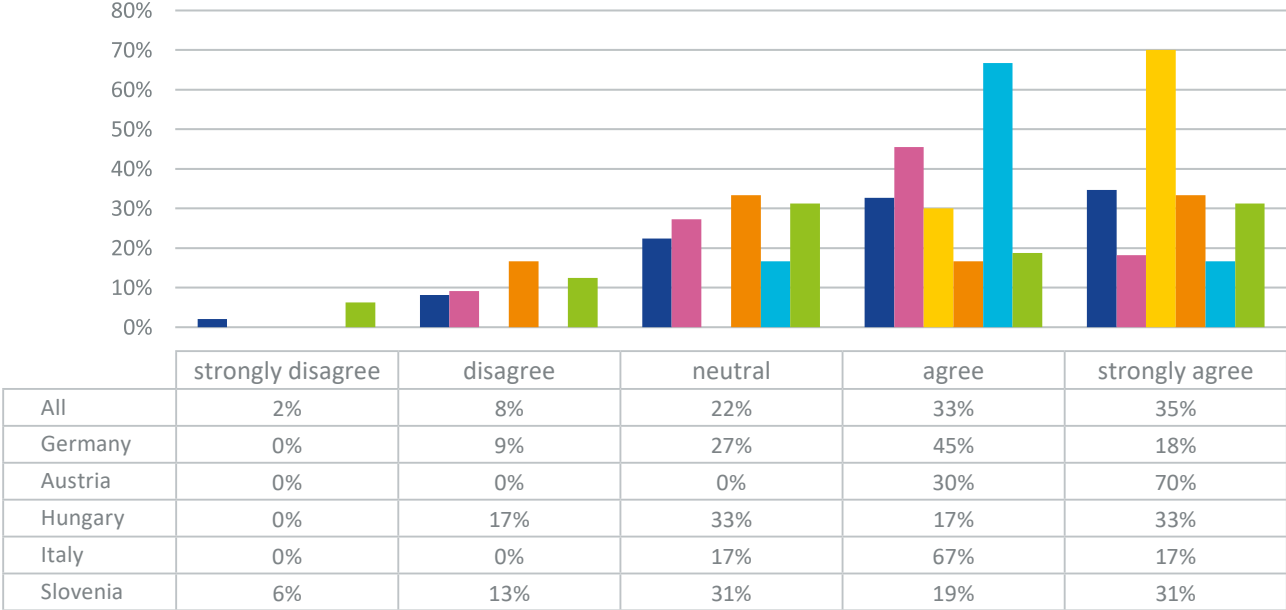


Figure 10 - The cultural and creative industries as a driver of new business ideas

When asked about their overall opinion of the MaC Village workshop series, the majority of respondents were positive about the events.

To me the workshop was an enrichment.

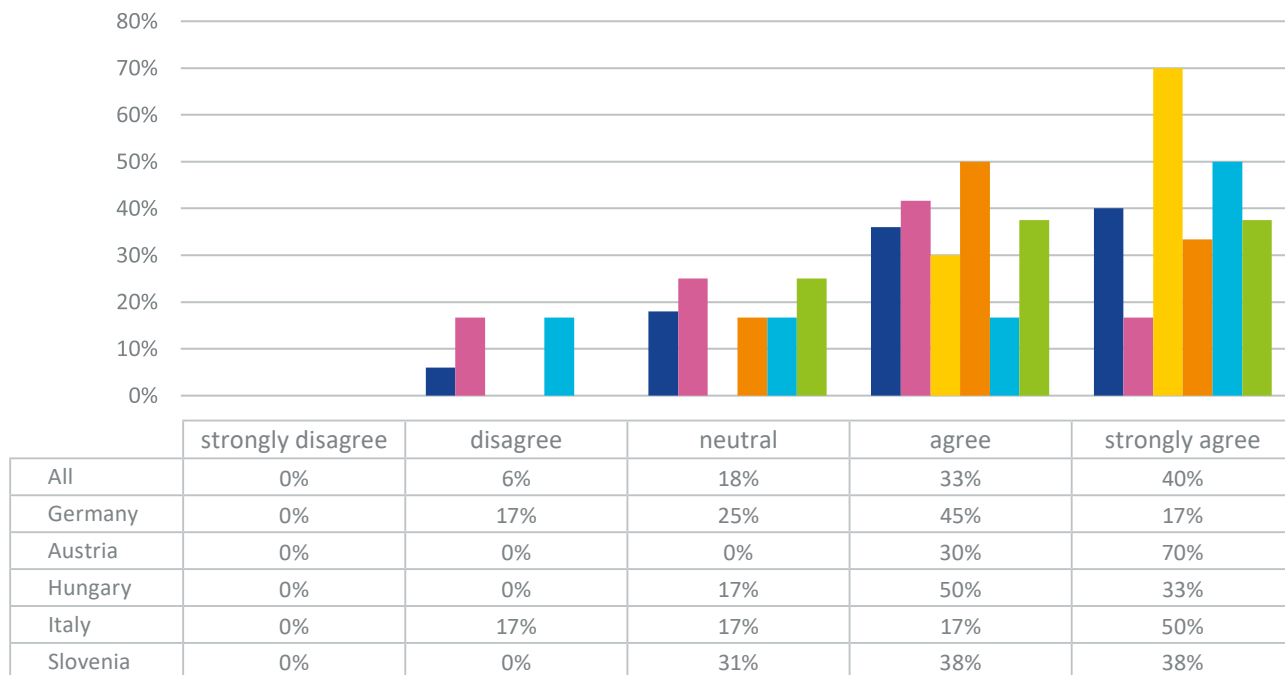


Figure 11 - Overall evaluation of the MaC Village workshop series

In the last workshop section of the MaC Village workshop series, the consolidation workshop, the participants were faced with the challenge of presenting the respective business model within the framework of entrepreneur pitches. The essence of the pitches was visualised in short videos and presented at partner events. In the course of the development of the entrepreneur pitches and the subsequent presentation of the individual project ideas, it became evident that many of the project participants still needed clarification in order to bring the resulting business idea to implementation maturity. The training series developed separately for this purpose was a suitable addition to build up the participants' knowledge. Overall, the ongoing MaC Village process has produced a variety of project ideas and business models, which are described individually in Chapter 5 of the handbook.

On the part of the trainers, the MaC Village method was generally considered a suitable instrument for getting innovation processes off the ground. All partners considered the conversion of the workshop formats to digital versions to be problematic. One of the reasons for this was that the changeover had to take place in the middle of an ongoing process, the participants had adjusted to already existing schedules and were only willing to engage with the changeover to a limited extent only.

The majority of the trainers also agreed that for an efficient implementation of MaC Village processes, the connection to the economic development agencies of the respective regions should be established in order to be able to promote emerging partnerships and cooperations in a targeted manner and to further their will to implement in the interest of regional development.

Many of the partner regions have established this connection and thus actively support the implementation process of the participants on their way to market maturity.

MaC Village in times of social isolation- Adaptation measures due to the Covid 19 pandemic

The MaC Village project was launched with the aim of initiating cooperation that can act as an innovation accelerator in rural areas. The implementation concept of MaC Village is based on real and personal encounters and the principle of using surprising constellations and spontaneous ideas to generate new ideas and fields of action. A principle that follows frugal innovation and creatively uses existing resources of rural regions as a "Mac Gyver approach" with intelligent network constellations.

The events of the Corona Covid-19 pandemic unfolded their impact when the project partners from Italy, Germany, Austria, Slovenia and Hungary began to hold their starter workshops, some of them wanting to enter the second workshop phase. The demand for social distancing and the lack of certainty about the actual contagion called into question the continuation of the project. The ensuing intensive discourse between the project partners of the participating regions from Germany, Austria, Slovenia, Hungary and Italy led to the desire to develop and implement digital options and formats for MaC Village in order to be able to continue the MaC Village workshop series.

Available technical infrastructures that enable the implementation of online events were used: Zoom, Miro, Trello.

The testing of digital workshop formats initially presented the partner regions with the challenge of winning over the already acquired participants of the Starter Workshops for further digital work. However, the drop-out rate was high and, in many cases, resulted in a loss of participants, which, however, showed different characteristics in the individual partner regions. The following table shows that the drop-out rate of the German project partner compared to the other project partners correlated most strongly with the switch to digital online events, whereas the participants from Austria and Italy experienced significantly lower rejection rates.

Working with partners from the creative industries opens up new business cooperation opportunities for me

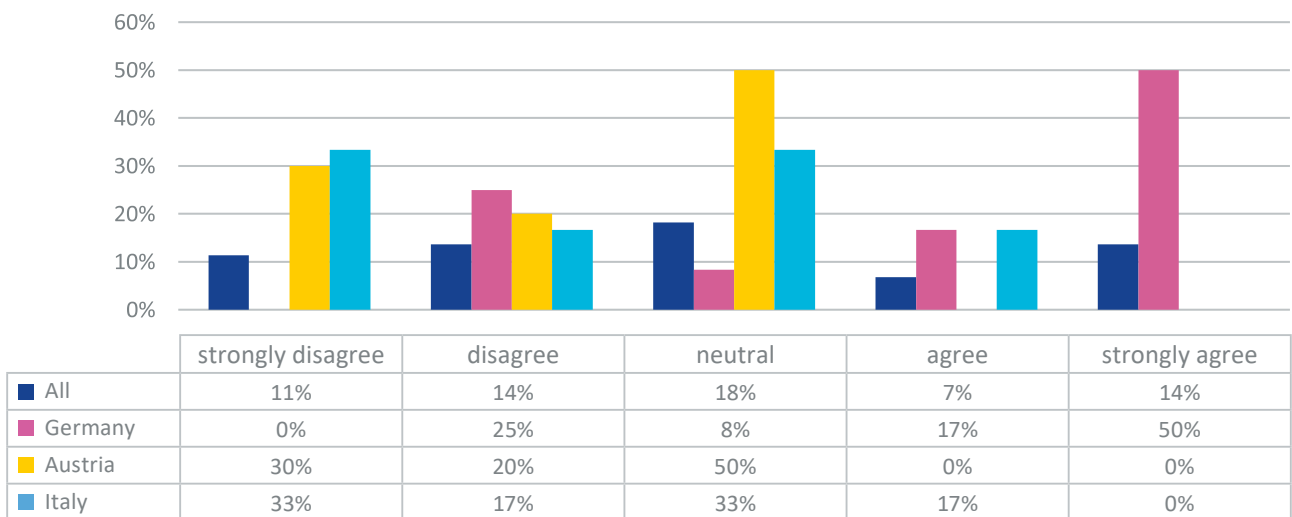


Figure 12 - Influence of digital workshop formats on willingness to participate

The reasons for the drop-out rate are manifold. The lack of easy-to-use digital formats, insufficient internet quality as well as the lack of competences on the part of the participants, especially the older participants, and on the part of the facilitators made it difficult to continue the workshop series.

At the same time, however, there are also advantages to the “involuntary” switch to digital online events. These include the increased networking options, with the result that participants were able to share and develop their ideas together beyond the offline workshops. Another major benefit for example was, that the workflow between the individual workshop phases could be organised in a consistent manner. By visualising the project approaches on Trello, MaC Village participants were able to exchange ideas across Europe and network individual project ideas. The following figure shows the networked work of MaC Village partners from the European partner countries that was created through the inclusion of digital accompanying formats.



Another positive effect of the switch to online events was the significantly higher willingness of creatives and freelancers to attend MaC Village workshops. The main reasons given by participants for this were the time saved by not having to travel to the workshop and the shorter duration of online events compared to face-to-face workshops. Creatives and freelancers can integrate this variant more flexibly into their daily work routine.

In particular, creatives from the urban environment are much easier to win over for participation if they are offered a digital option. One advantage that all participants have experienced is a clear increase in competence in dealing with digital interaction.

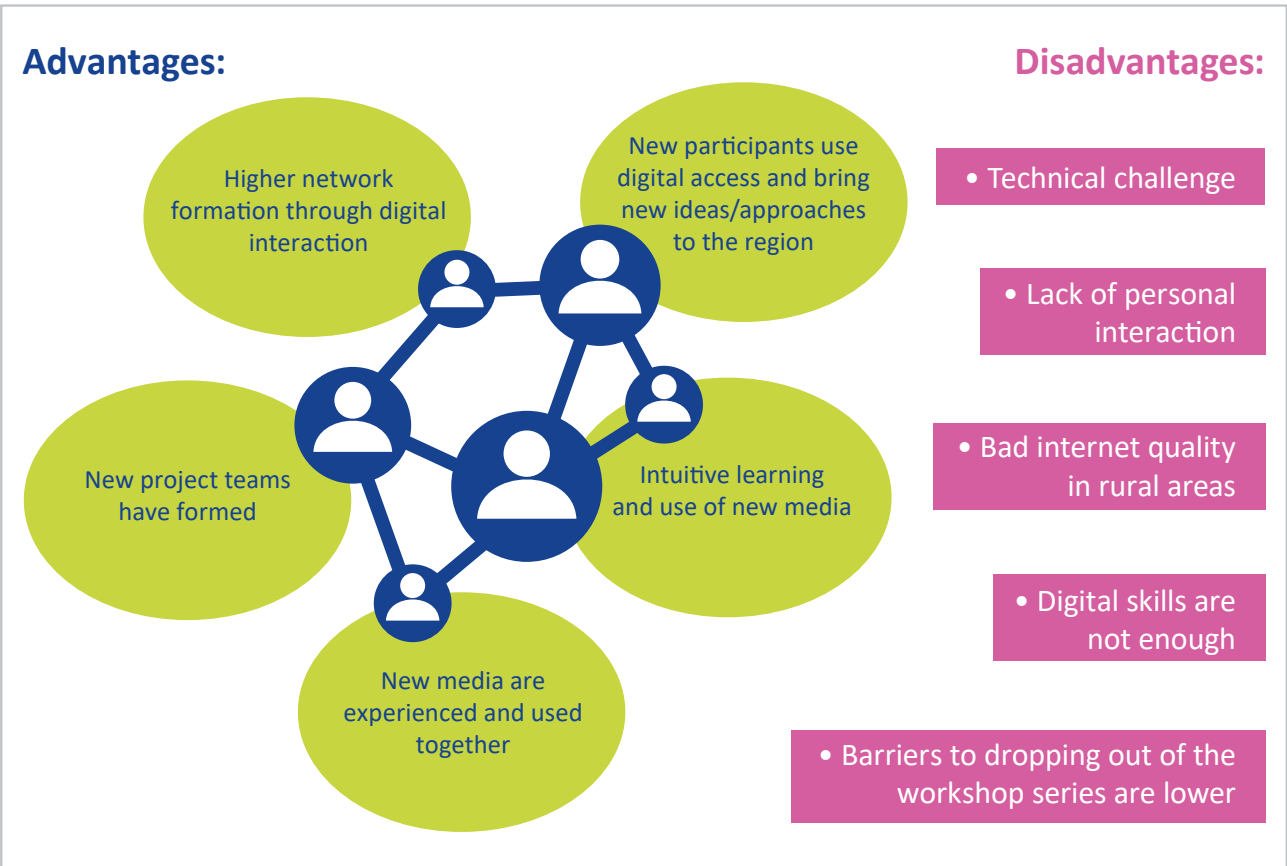


Figure 13 - Examples of advantages and disadvantages of online events in the MaC Village process

7.2. Useful insights and experiences

The following section discusses experiences that have been gained in MaC Village and that have already led to adjustments and changes in MaC Village. These include:

- the methodological structure and its applicability, also in dealing with digital workshop formats
- the structured network building and the interaction between local companies and creatives,
- the integration of local and regional resources and characteristics
- the implementation strength and the regional effects to be achieved for a MaC Village
- recommendations for those interested in innovation processes and regions that want to start and implement a MaC Village process.

About the method structure

The MaC Village process, which starts with a regional analysis, has a specific composition of participants and leads to a series of workshops that build on each other, has proven to be useful and effective. Details and precise instructions are provided in the appendix.

Adaptations have been made by incorporating digital workshop formats that had to be introduced during the trial period of MaC Village due Covid-19. For future MaC Village processes, digital formats should be used in order to be able to accompany and support the participants throughout and to further expand the resulting networks. In MaC Village, the digital offering of Trello was used for this purpose. With growing technological progress, new digital and user-friendly offerings need to be integrated.

Furthermore, it has become apparent that, in addition to the three-stage workshop series consisting of starter, development and consolidation workshops, a follow-up offer that closes the remaining gaps on the way to implementing the business models makes sense. For this purpose, training connection concepts were developed, the structure and contents of which are deposited in the appendix.

Another finding is that the implementation of project ideas in MaC Village is particularly successful when regional representatives who can bring economic development instruments into the MaC Village process are involved from the very beginning and take on a corresponding pilot function in the project. Accordingly, it is recommended to start MaC Village processes in close consultation with regional business development institutions in order to be able to offer existing support services for project realisation in a short time.

Network building

The partner regions have dealt differently with the structured composition of participants envisaged in the project. It is envisaged that initially a composition of participants consisting of local and regional enterprises will be represented in the Starter Workshop in order to achieve the highest possible integration of regional resources from the business community itself. Only in the second workshop, the Development Workshop, creative people and freelancers will be involved in order to bring new impulses into existing project ideas or to initiate new project ideas. Finally, in the Consolidation Workshop, the participation of creative people from cities is planned, that can bring further new impulses into the ongoing process from their environment. Only half of the partners strictly adhered to the guidelines, so the results are not clear. Representatives from Austria, who have allowed participants from the creative industries from the beginning, are satisfied with their approach and would not change anything in further MaC Village processes. Other partners, such as Slovenia, have largely adhered to the planned inclusion of participants and confirm the increasing innovation impulses that could be achieved through the gradual inclusion of creative people.

Adaptations were made because the project partners from all countries agreed that digital workshop formats in particular facilitate the involvement of creatives and thus both purely digital participation and direct participation in the MaC Village workshop series should be made available for creatives to choose from. Thus, for future workshop series, it makes sense if creatives can also be used as impulse generators, in that they can also be connected exclusively online and share their ideas and experiences. The project partners report that the willingness of creatives from the urban environment in particular to participate in MaC Village increases significantly with this method. This has already been taken into account in the final method structure, which can be found in the appendix.

Resource approach

The workshop formats developed in MaC Village all refer to the integration of regional resources, which were taken up in varying degrees of intensity. Details on this can be found in the descriptions of the individual workshop formats in the method concept in the appendix. The experience of the project partners shows that this approach was able to unfold its full effect.

Adaptations: For future MaC Village series, it is recommended to take a playful approach to the methods already developed and to use and intensify the integration of regional resources throughout. For example, the “resource break” provided in each MaC Village workshop can be used as a performance showcase of the participating companies to actively tune the participants into the existing diversity of product and service offerings. However, this would have to be planned from the beginning and discussed with the participants.

Implementation strength

The experience of the project partners has shown that project idea development and networking opportunities are very well mapped in the MaC Village process. For the final implementation of projects and business models, continuous work with participants is needed to prepare for market entry.

Adaptations were made by developing training connection formats in MaC Village, which are described in the appendix (Ch. 9.3), and by preparing the digital format Trello for accompanying use on the fringes of the workshop events and using it for continuous work in the project. Some partner countries have connected opportunities for project funding from existing funding formats within the framework of MaC Village in order to increase realisation rates. According to the representatives of the project partners, the creative sector in particular expects regional business development agencies to identify and announce incentive systems that promote the realisation of project ideas that cannot be financed exclusively by the entrepreneurial cooperations themselves.

Recommendations for the implementation of MaC Village processes

MaC Village is suitable for all those who want to initiate innovation processes in rural areas with simple methods, use existing resources for this purpose and are open to new and unusual cooperation constellations by forming an active group of creative participants. MaC Village is also suitable as an instrument to strengthen existing regional development with different interest groups and service providers, to establish common development directions or guidelines and to integrate resulting concrete project ideas. MaC Village is also a network that creates links between rural regions in Europe that want to initiate innovations from within the region and take them forward in a networked way.

The existing network from Germany, Austria, Italy, Slovenia and Hungary can be reached on the platform <https://www.interreg-central.eu/Content.Node/MaC-Village-at.html> and invites an active exchange of experiences.

MAC VILLAGE - COPYING, IMITATION AND CONTINUATION WANTED

by Ines Carstensen, Ksenija Npast

Despite difficulties during the Covid-19 crisis, we were able to think new things together with MaC Village in our regions.

We will continue to work on innovations with creative people from our regions and look forward to an active exchange.

The MaC Village project partners are available for further networking with MaC Village and for advice and support to all interested parties who want to build innovations with the MaC Village method.

Contact persons and regions of the countries are:

Land	Organisation	Point of Contact	Mail	Internetseite
Deutschland	Technology and Business Incubator Centre Potsdam-Mittelmark GmbH	Dr. Veit-Stephan Zweynert	Stephan.zweynert@tgz.pm	https://tgz.pm/unternehmen/innovationsnetzwerk-mac-village/
Deutschland	SRH Hochschule Berlin	Prof. Dr. Ines Carstensen	Ines.carstensen@srh.de	www.srh.de
Österreich	Regional Management Burgenland	Roman Wappl	roman.wappl@rmb-sued.at	www.rmb.at
Ungarn	DDTG Danube Development Transnational Group nonprofit limited liability company	Sebő Sánta	sebo@ddtg.eu	www.ddtg.eu/
Ungarn	Cultural Labor Social Cooperative	Zsófia Vörös	zsofia.voros@lab.org.hu	www.lab.org.hu/
Slowenien	Business Support Center Ltd. Kranj	Gregor Erznovnik	gregor.erznovnik@bsc-kranj.si	www.bsc-kranj.si
Slowenien	E-Institute	Darko Ferčej	darko@ezavod.si	www.ezavod.si
Italien	Authentic Villages of Italy Association	Simone Taddei	taddei@borghiautenticiditalia.it	www.borghiautenticiditalia.it

For scientific exchange on the method used and developed in MaC Village, the SRH Berlin University of Applied Science, Ernst Reuter Platz 10, 10587 Berlin, Prof. Dr. Ines Carstensen, ines.carstensen@srh.de is the contact.

We would like to thank the programme managers of Interreg CENTRAL EUROPE “taking cooperation forward” for enabling us to make a contribution with MaC Village to launch innovations with partners from rural regions.

9.

APPENDIX

9.1. Regional Analysis

Preparatory Phase: Start of the Regional Analysis

Before you start the innovation series with MaC Village, there are some preparations to be made. The first is to conduct a kind of regional inventory to highlight the assets of the participating region or place and prepare the existing regional resources for different uses in the workshops. The second is to determine who will participate in the workshop series. In order to equip the individual workshops with both relevant participants and sufficient basic regional knowledge, data collection must be carried out and certain key indicators must be developed.

The following instructions will provide you with detailed data collection plans that will prepare you for a successful start in MaC Village.

Note: In general, a single village or several villages, small towns or rural regions can start a MaC Village process at the same time. In the following, for ease of reading, we will only refer to participating locations and villages in singular. However, this also includes the participation of several villages, towns or a region.

Objectives pursued with the regional analysis

The processing of the MaC Village regional analysis provides the following basics that you need for the innovation generation in the MaC Village workshop series:

- a) basic data and indicators of the participating region (or village),
- b) a structured data collection to obtain an appropriate participant composition for the development of a MaC Village.

General comment on the data collection and participant composition of the workshop rounds

- a) The regional analysis format developed for the preliminary phase of MaC Village provides the framework for collecting data on regional characteristics. It is to be seen as a reference book for all trainers who want to implement a MaC Village innovation series. It is important to note that it is not exclusively about fact-based recording. Rather, it is about gaining insights into the location of the participants and the different professional involvements of the participants in order to be able to successfully facilitate the workshops.
- b) As a result of the regional analysis, a profile of the environment of the participating location will be created, which will provide valuable information for innovation generation within the framework of the MaC Village workshop series.

Basic Data Collection of the Participant Location

Within the framework of templates 1-7, regional strengths and characteristics of their village are recorded, existing cultural and local resources are recorded and the importance that the creative industries already have in their village is noted. Based on this, the participants categorise their village in terms of lack and abundance indicators, which make clear which resources are available in their village and how the locational qualities of their village are doing.

With the help of the resulting data material, a participant profile of their location is finally created, which can be used as a valuable basic framework for the workshop series based on it and which reminds the participants of the location qualities of the place.

Start of basic data collection

Template 1: Brief characteristics of the region/participating region

In Template 1, you record data that characterise the participating location and describe the regional identity and innovative character. In doing so, you highlight individual special features, places and activities that are particularly striking and, if applicable, stand out from other places.

Template 1: Characteristics of the Region		
Please describe your region. (max. 1000 words)		

Template 2: Economic structure of the region

In Template 2, the traditional economic structure of the town/region is recorded and the individual industries are entered in their size. Assess whether the companies have a traditional or innovative entrepreneurial orientation by entering the number of companies that correspond to the respective characteristic on the scale from 1 to 5. This will give you an initial orientation as to which profiles your potential participants have and can generally give you a better picture of the economic potential of your participant location.

Template 2: Participant Level: Locals in traditional economic structures												
Branch ¹	Overall number of enterprises	Number of sole proprietors	Number of companies	Number of companies per size ²				Number of companies per entrepreneurial orientation				
				micro	small	medium	large	value-preserv-ing	innova-tive			
									1	2	3	4
Agriculture, Forestry and Fishing												
Mining and Quarrying												
Manufacturing												
Electricity, Gas, Steam and Air Conditioning Supply												
Water Supply; Sewerage, Waste Management and Remediation Activities												
Construction												
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles												
Transportation and Storage												

Activities of Households as Employers; Undifferentiated Goods and Services Producing Activities of Households for Own Use													
Activities of Extraterritorial Organisations and Bodies													

¹ Regulation (EC) No 1893/2006

² Recommendation (EC) 2003/361/EG

Type	Staff headcount		Turnover in Mio. €		Balance sheet total in Mio. €
Micro	< 10	plus either	≤ 2	or	≤ 2
Small	< 50	plus either	≤ 10	or	≤ 10
Medium	< 250	plus either	≤ 50	or	≤ 43

Template 3: Listing of the selection of potential MaC Village participants

In Template 3, a list of participants for the Starter Workshop is created by listing the companies that will participate in the first MaC Village workshop. In order to obtain a diversity of interests, it is worthwhile to pay attention to the entrepreneurial milieu from which the participants come. It is favourable for the innovation process if participants come from traditional, value-preserving companies as well as from the innovative entrepreneurial culture.

Template 3: Active MaC Village participants (Participant level: locals in traditional economic structures)					
Nr.	Company Abreviation	Branch	Size of company	Short description	Participant contact details (Email, phone, address)
1.					only for internal purpose
2.					only for internal purpose
3.					only for internal purpose
4.					only for internal purpose
5.					only for internal purpose
6.					only for internal purpose
7.					only for internal purpose
8.					only for internal purpose
9.					only for internal purpose

Template 4: Collection of regional peculiarities

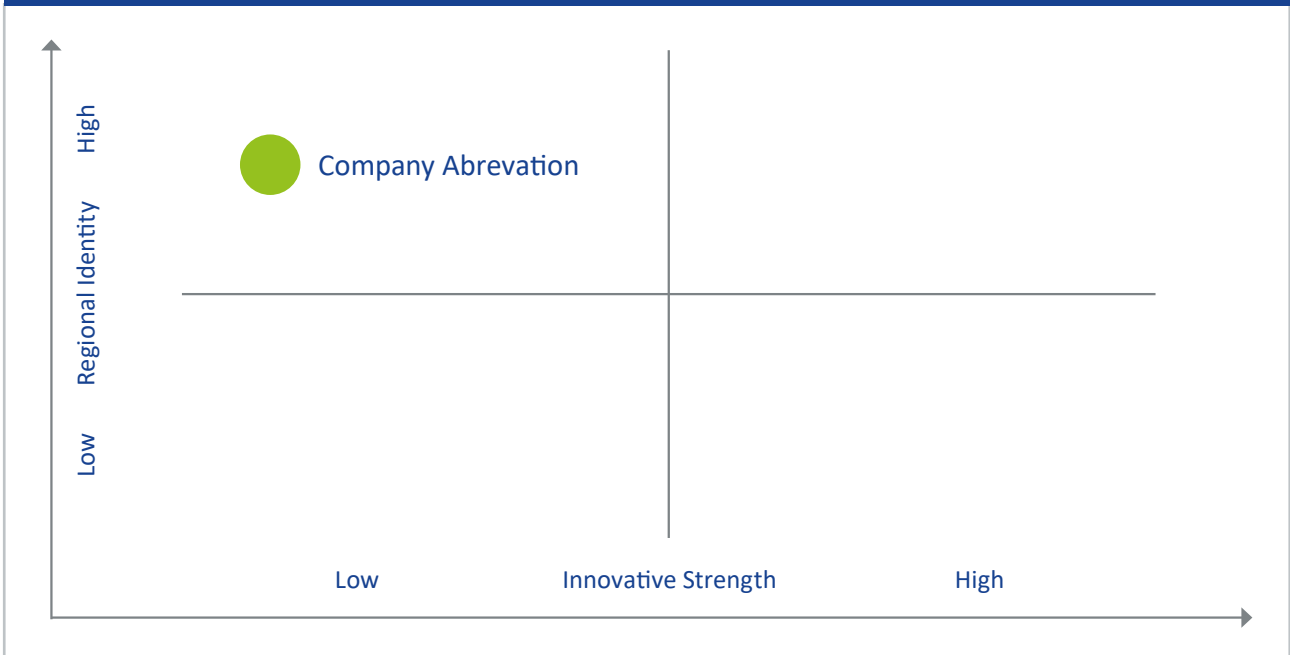
In Template 4, you record the regional characteristics of your village. Describe the products or services of your village that characterise it. Particularly suitable are products and services that are suitable for revealing a special characteristic or a unique regional position (max. 100 words).

Template 4: Level of interaction “New markets special regional products and services”		
Nr.	Entrepreneurs for new markets & special regional products & Services	Short description (max. 100 words)
1.	Food industry Abbreviation of the company	
2.		
3.	Green economy Abbreviation of the company	
4.		
5.	Biological economy Abbreviation of the company	
6.		
7.	Experience economy Abbreviation of the company	
8.		
9.	Housing economy Abbreviation of the company	
10.		
11.	Special regional economy Abbreviation of the company	
12.		

Template 5: Portfolio analysis products/services

Within the framework of a portfolio analysis, individual strong products/services are to be uncovered in Template 5 and their regional degree of identity is to be contrasted with a potential innovation strength. For example, a good grapevine from a village is a product that comes directly from the village and entails a high regional identity, but initially has a low degree of innovation. On the other hand, a new vine that is not yet present in the region and is grown with special conditions in a separate vineyard would be an innovative product that does not originally come from the region, but is built up into a regional brand in order to contribute to regional identity in the long term. The portfolio analysis of Data Entry Sheet 5a provides initial indications of the innovation potential that already exists in the participant village.

Template 5: Portfolio analysis: Level of interaction “New markets Special regional products and services”.



Template 6: Collection of architectural, cultural and landscape resources and attractions of the region

The data inventory for the Starter Workshop concludes with a survey of the architectural, cultural and scenic resources and attractions. Individual objects/locations are to be characterised with a short description that makes their special features clear. The descriptions can be used to discuss special places and buildings in the workshop. These are valuable resources of a place that can play a special role in the development of ideas by workshop participants. In the starter workshop, the descriptions are used for the visualisation of resources and as a workshop card on which a photo of the object can be seen in addition to the description.

Template 6: Regional characteristics - architectural, cultural and landscape resources and attractions

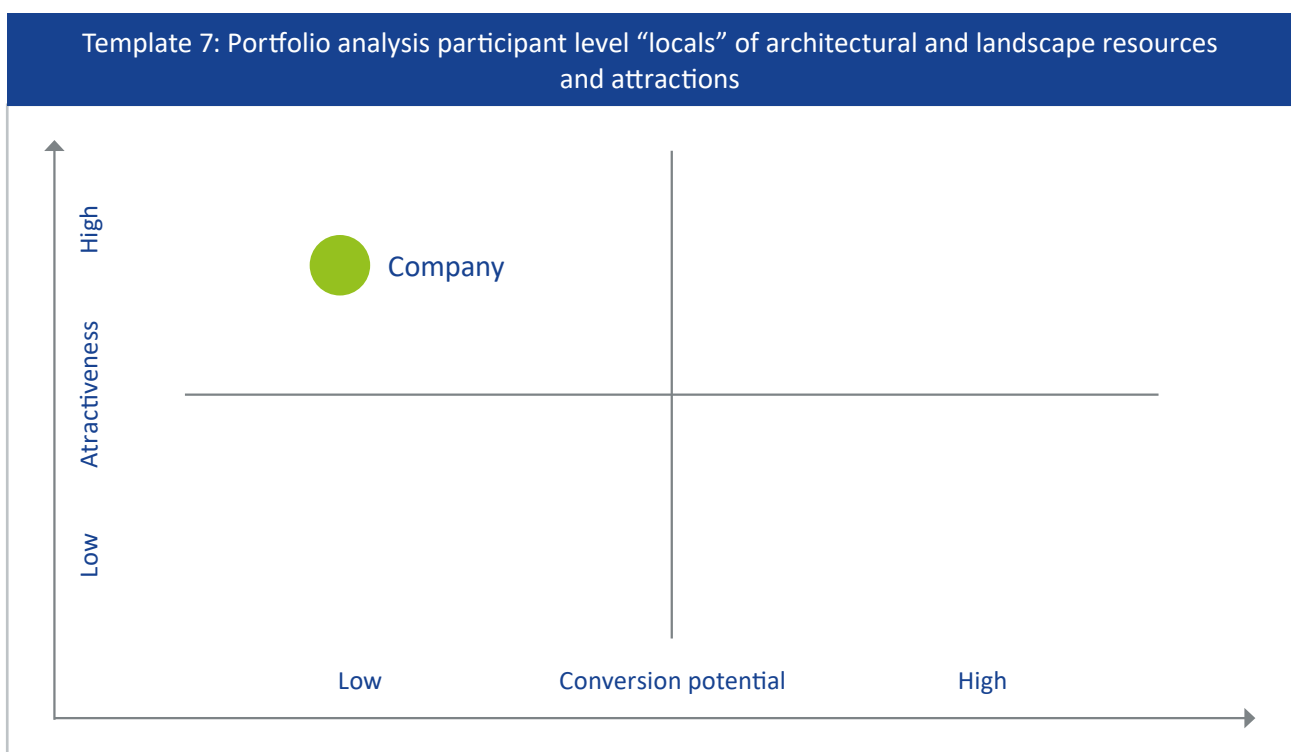
Nr.	Villages/small towns with	Name and short description (max. 100 words)
1.	Intact, typical places/districts	
2.	Historically attractive buildings	
3.	Marketplaces with high attractive quality of stay	
4.	Historical factories	
5.	Historical commercial facilities and exposed commercial (courtyard) areas	
6.	Historical, attractive infrastructural buildings (railway stations, airport buildings)	
7.	Special courtyards, stables	
8.	Landscape features, parks, viewpoints, etc.	
9.	Traditional stories and customs, processions, fairy tales, fables, etc.	
10.	Other special features, specifications	

Template 7: Portfolio analysis of special objects/places

In this template, you classify the findings from template 6 in a portfolio grid. In doing so, you compare the respective degree of attraction of the recorded places/objects/landscapes with a potential conversion potential. In this context, the conversion potential should be seen as a possibility to make attractive or unusual places visible for emerging new activities, business ideas, company settlements or the formation of creative milieus.

Template 7 completes the relevant content you need to classify your participant location as well as to identify existing resources that are available in your village in the MaC Village workshop series.

Note: Use the data collection of the regional specifics of your participant location as a “reference book” and material fund for your workshops in MaC Village.



Basic Data Collection to Determine the Composition of Participants

In MaC Village, work is done in three successive stages with different participants and participant constellations:

- the local regional level (level 1), which takes place in the Starter Workshop,
- the level of the creative industry (level 2), who are newly invited in the Development Workshop and complement the existing group of participants from the Starter Workshop, and
- the level of creatives from the city, which provides for an extended participation of creatives in the Consolidation Workshop who do not come from the immediate surroundings and judge the region, the place, from a different new perspective.

The aim is first to work out the ideas generated by local businesses (Starter Workshop), and then to enrich the existing ideas with new ones from the CCIs in later workshop phases. This approach maintains a constant process of innovation by creatively networking the different ways of thinking of the actors.

The following schedule shows how, with whom and in what time frame the individual stages of MaC Village will work together:

Schedule for the Composition of Participants in MaC Village Workshops



Figure 14 - Levels of interaction and composition of participants in the three-stage workshop series - Starter Workshop, Development Workshop, Consolidation Workshop

The figure shows the following actors in their roles and composition.

1. Lead Facilitator: He is the main trainer and usually also the project leader for the implementation of MaC Village.
2. Regional Trainer: This is an additional trainer who supports the MaC Village process. This is particularly useful when workshops start in several locations at the same time.
3. Locals: These represent the business community from the participating village.
4. Regional Creatives (CCI): This refers to people who come from the CCIs
5. Urban Creatives (CCI): These are represented by creative people who do not come from the immediate vicinity of the village and come from the closer city.

Please pay attention to the following composition of participants:

In the Starter Workshop, local and regional entrepreneurs (locals) are invited. From the data collection of the data entry form, you can determine how much you want to fill the Starter Workshop with participants of different entrepreneurial profiles.

In the Development Workshop, regional creatives are invited to the workshops. Make sure that at least one creative person takes part in each workshop so that the ideas developed by the local entrepreneurs in the first round of workshops can be given new impetus.

In the Consolidation Workshop, the circle of creative people is expanded by so-called Urban CCI’s attending the workshop and bringing in further new impulses. Please make sure that there is a good mix of actors in order to gather as many new impulses as possible. In the Consolidation Workshop, all participant groups work together on the realisation of business models.

The following actors are included in the CCIs:

Cultural industries	Creative industries
Music industry	Advertising market
Book market	Software industry
Art market	Games industry
Film industry	Others
Broadcasting industry	
Press market	
Performing arts market	
Design industry	

The following data collection forms are used to form the basis for the participant composition of the workshop series:

Template 8: Regional CCI and creative freelancer

Template 2: Participant Level: Locals in traditional economic structures										
Branch ¹	Overall number of companies	Average company size (number) ²				Willingness to cooperate				
						low		high		
		micro	small	medium	large	1	2	3	4	5
music industry										
book market										
art market										
film industry										
broadcasting industry										
performing arts market										
design industry										
architecture market										
press market										
advertising industry										
software industry										
games Industry										
others (not mentioned before: Manufacture of imitation jewellery related articles, Photographic laboratories, Botanical a. zoological gardens and nature reserves e.g.)										

¹ Regulation (EC) No 1893/2006

² Recommendation (EC) 2003/361/EG

Type	Staff headcount	Type	Turnover in Mio. €		Balance sheet total in Mio. €
Micro	< 10	plus either	≤ 2	or	≤ 2
Small	< 50	plus either	≤ 10	or	≤ 10
Medium	< 250	plus either	≤ 50	or	≤ 43

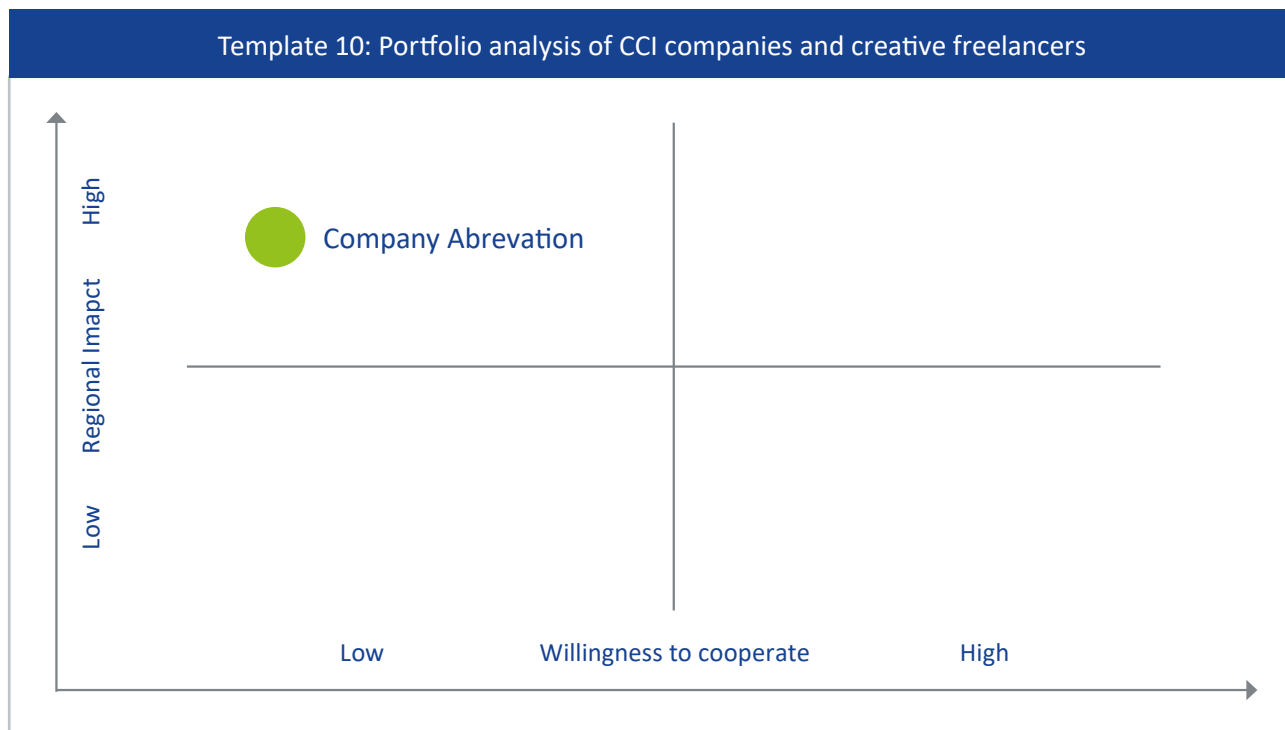
Template 9: Listing of MaC Village participants from local and regional CCI circles

In template 9, specific CCI companies are listed that can be planned for participation in MaC Village workshops. For internal use, the name of the company, its sector affiliation and, if possible, its field of activity should be specified.

Template 9: List of Active Mac Village Participants “Regional creatives” CCI companies and creative freelancers					
Nr.	Company Abreviation	Branch	Size of company	Short description	Participant contact details (Email, phone, address)
1.					only for internal purpose
2.					only for internal purpose
3.					only for internal purpose
4.					only for internal purpose
5.					only for internal purpose
6.					only for internal purpose
7.					only for internal purpose
8.					only for internal purpose
9.					only for internal purpose

Template 10 : Portfolio analysis regional CCI and creative freelancer

In Template 10, an assessment should be made of which companies from the area of regional CCI & creative freelancers have a high willingness to cooperate. This is especially helpful for the trainer to be able to overlook the workshop constellations during the MaC Village workshop rounds and to be able to adjust to active or less active participants in advance of the workshop series.



Template 11: Creative people from the urban milieu

In the final template, participants are identified who come from the supra-regional and urban environment of the cultural and creative industries and who, according to the initial assessment, can make a contribution to MaC Village. They will be invited to participate in the Consolidation Workshop. They can either actively join an existing workshop group from the previous workshops in order to be part of a new cooperation, a new business model, or they act as an impulse generator in the context of presentations or selected activities that are integrated into the workshop phase as a supplement.

Template 11: Global / Urban Creatives					
Nr.	Company Abreviation	Branch	Size of company	Short description	Participant contact details (Email, phone, address)
1.					only for internal purpose
2.					only for internal purpose
3.					only for internal purpose
4.					only for internal purpose
5.					only for internal purpose
6.					only for internal purpose
7.					only for internal purpose
8.					only for internal purpose
9.					only for internal purpose

9.2. MaC Village - Methodological Concept for the Implementation of Workshop Series in Rural Regions

Table of Content

CHAPTER 1: MAC VILLAGE METHODOLOGY, GOAL, TARGET GROUP, AND PARTICIPATION

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CHAPTER 3: REGIONAL ANALYSIS

CHAPTER 4: THE MAC VILLAGE WORKSHOP SERIES

CHAPTER 5: STARTER WORKSHOP

CHAPTER 6: DEVELOPMENT WORKSHOP

CHAPTER 7: CONSOLIDATION WORKSHOP

CHAPTER 8: TEMPLATES FOR THE MAC VILLAGE WORKSHOP SERIES

CHAPTER 9: EVALUATION QUESTIONNAIRES FOR THE WORKSHOPS

The following chapters provide detailed and successfully tested instructions for all those interested in starting a MaC Village innovation series in rural areas. Below you will find explanations as well as prepared templates that can be used for the individual workshop formats. Here's to a successful outcome!

CHAPTER 1:

MAC VILLAGE METHODOLOGY, GOAL, TARGET GROUP, AND PARTICIPATION

Methodology: The theoretical basis of the concept design of MaC Village is based on various basic concepts from the fields of actor-network theory, innovation-theoretical approaches with a focus on frugal innovation, and spatial economic approaches that follow the principle of learning regions.

Goal: The MaC Village innovation series focuses on the regional resources of rural areas and specific participant linkages between traditional entrepreneurs and the cultural and creative industries (CCIs). It offers incentives for the development of collaborative product ideas and business models that strengthen the local and regional identity of rural areas and utilise specific partnerships with actors from the CCIs.

Target Group: The main addressees of the workshop series are all those who want to achieve more for their own region - local businesses, craftspeople and interested residents - as well as those who are based in the CCIs and feel called to become active in the rural environment.

Participation: The target group involvement takes place in a sequential process that gradually links traditional entrepreneurs of rural areas with the CCIs. The centre of innovation generation is the MaC Village workshop series. This will take place in three stages – Starter Workshop, Development Workshop, Consolidation Workshop – and is planned with the following participants:

Mac Village – Workshop Series	Participant line-up
Starter Workshop	Locally or regionally based entrepreneurs, freelancers, and other actors involved in the region (= hereinafter referred to as local actors)
Development Workshop	Local actors from the Starter Workshop, locally based and regional creatives and freelancers (= hereinafter referred to as regional creatives)
Consolidation Workshop	Local actors, regional creatives from the Starter and Development Workshop and creatives from the urban environment

On the one hand, the networking process is promoted by a differentiated workshop design in terms of content that also takes the different knowledge horizons of the participants into account. On the other hand, networks are promoted by being structured in such a way that the diverging demands of social group constellations are taken into account.

CHAPTER 2:

MAC VILLAGE WORKSHOP SERIES, STRUCTURE AND DEVELOPMENT

MaC Village starts with the Regional Analysis. It serves to work out regional characteristics of the rural area and to identify suitable participants for innovation generation. The innovation generation itself takes place within the framework of the three-stage MaC Village workshop series. Here, ideas, products and business models are developed. The subsequent implementation training leads to the implementation of the developed business models and product ideas within the framework of in-depth, individually combinable training formats.

1. Regional Analysis (preceding the workshop series)			
Aim	- Identification of regional characteristics and resources - Identification and selection of local and regional participants, consisting of regional entrepreneurs as well as actors of the creative industries		
Results (see templates)	Network Profile		
2. MaC Village Workshop series			
	Starter Workshop	Development Workshop	Consolidation Workshop
Aim 1	Generation of ideas from local partnerships	Further developed ideas, products, services, and business models from partnerships between locals and creatives	Further developed ideas, products, services, business models from co-operation between local, creative, urban, global people with a common vision
Results Templates	Idea Profil	Regional Model Canvas	Pitch
Aim 2	Identification with local resources	Finding and understanding local identity	Surprising networks, forming and perpetuating partnerships
Results	Local partnerships, product ideas	Partnerships, actor network with the creative industries, and business models	Market access within the framework of the given actor networks, products, services and business models, if necessary, transnational partnerships
3. Implementation - Trainings			
Aim	Bringing developed business models and products to implementation within the framework of special trainings		
Results	Products, partnerships and business models ready for implementation		

CHAPTER 3: REGIONAL ANALYSIS

The Regional Analysis precedes the MaC Village workshop series and is designed to identify and vitalise the available resources of a region. Resources are understood to be the natural, cultural and human capital from which the region can draw. In addition, the Regional Analysis provides general information on the project orientation of a MaC Village approach as well as explanations on the special addressing and integration of the CCIs envisaged in the project. The Regional Analysis is described in a separate chapter. More detailed explanations and specific data entry forms are provided there.

Developed basics of the Regional Analysis for use in the workshops:

The Regional Analysis first clarifies who the participants in their workshop series are, by identifying local, regional entrepreneurs as well as local, regional and urban creatives who are willing to participate in a MaC Village innovation series. In addition, the specificities and resources from the Regional Analysis, that the region has at its disposal are identified and prepared for further use in workshops. For example, photos of resources with a short supplementary description will be prepared for the template: so-called Resource Features.



Materials and findings from the regional analysis are now ready for the subsequent MaC Village workshop series.

CHAPTER 4: MAC VILLAGE WORKSHOP SERIES

The MaC Village workshop series takes place in three successive stages, from the development of initial ideas to the establishment of specific business models, taking into account regional resources, characteristics and competences. It is based on the methodological approach of frugal innovation and thus follows the principle of simplicity - quick and easy to understand workshop sequences - and essentially uses existing resources - competences, talents and products of the participants and the region.

CHAPTER 5: STARTER WORKSHOP

Aim: The Starter Workshop introduces the structure and content of MaC Village. The main objective is to generate ideas with local and regional participants and to stimulate cooperation in this context.

Target group: The target group includes, exclusively local actors, entrepreneurs, people willing to shape the rural area.

Workshop-Format: The Starter Workshop is a succession of short, easy-to-understand workshop sequences that facilitate cooperation, promote innovative action and break down inhibition thresholds and thought blocks for generating innovation.

The Starter Workshop is designed as a half-day workshop with an extensive break and a subsequent get together. It is structured as follows:

Session 1: Introduction	Duration: approx. 30 minutes
Welcoming, registering the participants in the prepared template Network Profile. The Network Profiles created by the participants are put up on a display wall for all to see.	
In the introduction, the principle of MaC Village is briefly explained, the method film provided by MaC Village is shown and results, product ideas and cooperation in of MaC Village are briefly presented.	
Session 2: Crazy Cooperation	Duration: approx. 30 minutes
<p>Preparation: Ideally provision of high tables for 4 to max. 6 persons, optionally tables and chairs already provided for small group work.</p> <p>Materials: Pens and a writing pad.</p> <p>Procedure:</p> <ol style="list-style-type: none"> 1. Dividing the participants into small groups (suggestion: depending on the number of working groups planned in the workshop, the participants assign number themselves by counting out loud in turn: Participants who called the number 1 are assigned to group 1, participants with the number 2 find themselves in group 2, and so forth. The format promotes thinking in terms of products and unusual cooperation constellations. 2. Asking the participants to spontaneously create products that can be generated and combined from their own field of activity with the field of activity of the respective counterpart. 3. Entering the resulting product ideas into the prepared Idea Profile Template. 4. Presentation of the resulting ideas in front of all participants. 5. Preservation of Idea Profiles as a basis for further workshops. 	

Session 3: Speed Dating**Duration: approx. 30 minutes Speed Dating
approx. 10 minutes subsequent discussion**

Preparation: For Speed Dating, a long row of tables with chairs or standing places on the left and right side of the table should be provided, where two participants can sit/stand opposite to each other. In addition, a separate wall is to be set up on which the resource map is to be attached (the template for the Resource Map can be found in the appendix).

Materials:

1. Next to the rotating part of the table, a side table is provided on which Resource Features are laid out. Optionally, the facilitator can also distribute the Resource Features to the rotating group of participants. Resource Features are ideally designed in postcard format. Each one shows a resource from the region (church, monuments, agricultural regional products, special features, cf. results of the Regional Analysis). A short description of the resource is added under the photo.
2. separate wall with a Resource Map (template in the appendix)
3. pencil and supplementary sheet for the non-rotating group of participants

Procedure:

- Participants on the left side of the table remain seated at all times. Participants on the right side of the table rotate and draw a Resource Feature, hereafter card, before their rotation, which they either receive from the facilitator or take from the side table provided.
- The participants now briefly introduce their own field of activity to each other and, using the card at hand, discuss how they can transform the resource into a product idea that affects either both or only one of the participants' professional environments.
- The product idea is noted on the card and described in one sentence if possible. The final completed card remains with the non-rotating participant.
- The rotating participant takes a new card and moves to the other seated participant on the left side of the table. The process starts again.

Visualisation of the results:

- The Resource Features created by the participants in the speed dating are collected and pinned on the wall on which the resource map was placed, visible for all participants.
- The participants receive an overview of the resources already identified and initial ideas for the region as a first visible result.
- Subsequently, it is discussed to what extent resources of the region have been identified and whether important resources are missing. The resources that are missing from the participants' point of view are added to the Resource Map by the facilitator which is completed on the wall.

Session 4: Ressource Break**Duration: 45 minutes**

The breaks in the workshop series are an integral part of the content of the respective workshop format. They are used to make the potential (resources) of the region visible and tangible. Participants are asked before the beginning of the workshop to what extent they want to make a visible contribution. This could be, for example, a regional speciality that is offered for consumption during the break or the provision of self-made drinking vessels that are used during the break or special folding techniques of napkins that are presented, etc. The compilation is the responsibility of the workshop trainer, who uses the diversity of the participants' contributions. In addition, further experiential elements can be integrated into the break: e.g., in the form of a puzzle that addresses the allocation of resources to companies or in the form of games, such as "Steal your neighbour's jam sandwich". In this way, the Resource Break helps to raise further thematic awareness and increases a positive group dynamic. The Network Profiles, which are made visibly available to the participants throughout the workshop series, are addressed in this framework as an information tool for the composition of the participants.

Session 5: Crazy Cooperation - Advanced Version**Duration: 45 minutes**

Preparation: Small group tables and one movable wall per table are provided

Materials: One wall each with flipchart paper, pens, writing pad and post-it notes, and push pins

Procedure: The Starter Workshop ends with another Crazy Cooperation with increased requirements.

1. In the style of a World Cafe format, randomly gathered participants group themselves at tables and work on the task given to them. One person remains at the respective work table, welcomes the participants who have moved in from other tables and briefly explains the status of the task preparation that has already been achieved.
2. The task to be completed is to use the resource characteristics and ideas pinned on the resource card and transform them into a high-end product and into a new idea. The template called Ideas Profile has been prepared for this purpose. It is assumed that the already existing ideas can be considered as a 3-star version of a product, these are now to be transformed into 10-star products and business models. As a basis for the generation of ideas, the format of Idea Profiles will be integrated into the World Cafe format as a didactic method guide. This makes it possible to explore the needs of a 10-star customer and at the same time integrate the respective resources of the region. The participants are guided to develop a product or service in the sense of the local region and to make a note of it in the Idea Profile Template.
3. The results of this process, the Idea Profiles, are presented in plenary and preserved for the Development Workshop.

Session 6: Get together incl. Evaluation**Open end**

The workshop will conclude with a get together in a relaxed atmosphere. In this context, the evaluation form will be distributed and filled out, and registration for the Development Workshop will be requested.

Result: The visible result of the Starter Workshop is a Resource Map, which shows the identified resources of the region, as well as initial ideas, products and services, which were created and visualised on the basis of idea profiles. Both formats are the result and the basis for the follow-up workshop.

Templates: For the Starter Workshop, the results of the Regional Analysis prepared in advance of the workshop series are used to extract resources. The following materials are planned for the Starter Workshop.

Network Profiles: In this form, participants enter their own professional involvement that they can use for the region.

Resource Features: These represent the resources and characteristics of a region identified in the Regional Analysis.

Resource Map: This is a visualisation of the different regional resources illustrated using a map.

Idea Profile: The idea profiles that emerged in the Starter Workshop, are entered here and kept for the Development Workshop.

Note: When conducting parallel workshops in one workshop stage, it is recommended to exchange the respective results that are in the regions and to merge them as further common results. The region thus receives a completed Resource Map and extended Idea Profiles from the different rounds of participants in its region. In the digital version, the software Trello was used in MaC Village as a regional and transnational exchange format and the resulting product ideas were shared between the participating countries.

CHAPTER 6: DEVELOPMENT WORKSHOP

The Development Workshop is the second stage of the MaC Village workshop series. In addition to the participants from the Starter Workshop, who were recruited from the local and regional business community, participants from the local and regional CCIs will be invited for the first time in the Development Workshop to enrich the ideas that have already emerged with new ideas.

Aim: The Development Workshop is based on the results generated in the Starter Workshop and at the same time expands the group of participants to include new actors. In essence, it is about specifying, supplementing and enriching the results with new impulses and developing initial business models. This process is inspired by the constellation of actors defined in the workshop series. This provides for the circle of participants in the Development Workshop to be expanded to include actors from the creative sector.

In the Development Workshop, unusual and surprising cooperation is promoted (formats: Network Profiles, Crazy Cooperation, Resource Network, Resource Break), ideas, products, services and business models are further developed and positioned in a regional context (Resource Map, Regional Model Canvas).

Note: The Resource Map developed in the Starter Workshop and the Idea Profiles are used as a starting point for the Development Workshop.

Target Group: Participants are local actors, entrepreneurs, those willing to design in rural areas as well as companies and those willing to design from the creative industry. They do not act as advisors, but are themselves an active part of the process.

Development Workshop: The Development Workshop is an extension of the Starter Workshops, draws on familiar formats from the first workshop and supplements them with more advanced methodological guidance that reaches a higher level of aggregation. With the integration of participants from other milieus, the innovation process is further stimulated, cooperation expanded and strengthened with innovative approaches and new impulses.

Session 1: Introduction	Duration: approx. 30 minutes
Welcoming, entering the new participants from the CCIs into the prepared Template Network Profile	
In the introduction, the principle of MaC Village is briefly explained, the method film provided by MaC Village is shown, and the participants present the ideas developed in the profiles of the participants from the Starter Workshop.	
Session 2: Crazy Cooperation	Duration: approx. 45 minutes
<p>Preparation: Ideally, provision of tables and chairs for work in small groups consisting of the group constellations of the Starter Workshop and supplemented by places for participants from the CCIs</p> <p>Materials: Pens and a writing pad</p> <p>Procedure:</p> <ol style="list-style-type: none"> 1. Allocating the new participants to the existing small groups and supplementing the existing ideas with impulses that can be generated and combined from the field of activity of the CCIs 2. Entering resulting extended product ideas into the existing Idea Profiles 3. Presentation of resulting extensions for all participants 4. Preservation of Idea Profiles as a basis for further workshops 	

Session 3: Ressource Break	Duration: 45 minutes
<p>As in the Starter Workshop, the break will be used as a momentum for tangible regionality, with participants making their own contributions to the break. In the Development Workshop, new contributions from the CCIs can be made alongside regional products from the participants of the Starter Workshop.</p>	
Session 4: Regional Model Canvas	Duration: 60 minutes
<p>Preparation: Small group tables and one movable wall per table are provided</p> <p>Materials: One wall each with flipchart paper, pens, writing pad, post-it notes, pins and the Template Regional Model Canvas</p> <p>Procedure: The Development Workshop ends with the elaboration of a Regional Model Canvas, the structure of which is noted in the Template Regional Model Canvas.</p> <ol style="list-style-type: none"> 1. The participants remain in the existing small groups and discuss the existing ideas with the new participants. 2. In the next step, a joint effort is made to professionalise the existing ideas and to transform them into products, services and business models, or to develop completely new ideas. The Regional Model Canvas is used as a basis for developing product ideas. It is produced as a tool for generating business models as well as business model patterns. This has been modified in accordance with the well-known format of the Business Model Canvas for an application in rural areas. 3. The resulting product ideas are noted in the Ideas Profile, or the Ideas Profile is supplemented. 4. The existing Resource Map is supplemented with the new ideas that have arisen. 5. The resulting extended ideas are shared among all participants. 	
Session 5: Get Together	Open end
<p>The workshop will conclude with a get together in a relaxed atmosphere. In this context, the evaluation form will be distributed and filled out, and registration for the Consolidation Workshop will be requested.</p>	

Results: The Development Workshop has as a visible result a completed Resource Map, as well as finalised Region Model Canvas and concrete business models. All formats are the result and basis for the follow-up workshop.

Templates: For the Development Workshop, the Network Profile, Idea Profiles, the Resource Map, the Regional Model Canvas and the insights generated between the workshop series will be used.

CHAPTER 7: CONSOLIDATION WORKSHOP

The Consolidation Workshop is the third and final stage of the Mac Village workshop series. In addition to the participants from the Starter Workshop and the participants from the creative industry from the Development Workshop, this time participants from the urban creative and cultural industry will be invited for the first time to give further impulses either in the context of an impulse lecture or to participate directly and actively in the workshop series.

Aim: The Consolidation Workshop is based on achieved results, which are processed as a pitch and as a MaC Village approach and integrated into a global network as a new further impulse.

Target group: Participants are local actors, entrepreneurs, creative people from rural areas, companies and creative people from the creative industry as well as partners of supra-regional network communities.

Consolidation Workshop: The Consolidation Workshop specifies the results of the Development Workshop by bringing in further impulses from participants from urban and internationally active CCIs and preparing them for implementation.

Session 1: Introduction	Duration: approx. 30 minutes
<p>Welcoming, registration of the new participants from urban and international CCI in the prepared template of the Network Profile.</p> <p>In the introduction, the principle of MaC Village is briefly explained, the methods film provided by MaC Village is shown, and the participants present the developed Idea Profiles from the Starter and Development workshops.</p>	
Session 2: Crazy Cooperation	Duration: approx. 45 minutes
<p>Preparation: Ideally, provision of tables and chairs for work in small groups consisting of the group constellations of the Starter Workshop and supplemented by places for participants from the CCIs.</p> <p>Materials: Pens and a writing pad.</p> <p>Procedure:</p> <ol style="list-style-type: none"> 1. Assigning the new participants to the existing small groups and supplementing the existing ideas in the impulses that can be generated and combined from the field of activity of the CCIs. 2. Entering the resulting expanded product ideas into the existing Idea Profiles. 3. Presentation of the resulting extensions for all participants. 4. Preservation of the Idea Profiles as a basis for further workshops. 	
Session 3: Ressource Break	Duration: 45 minutes
<p>The break will once again be used as a momentum for tangible regionality, with participants bringing their own contributions to the break. In the Consolidation Workshop, it lends itself to integrating new contributions from the urban and international CCIs.</p>	
Session 4: Pitch	Duration: 60 minutes
<p>Preparation: Small group tables are provided.</p> <p>Materials: Guidelines and instructions on how to prepare a pitch are available on the table, recording devices for documenting the participant pitch are provided.</p> <p>Process: The Consolidation Workshop ends with the development of a pitch based on the results of the Development Workshop.</p> <ol style="list-style-type: none"> 1. The participants remain in the existing small groups and discuss the existing ideas with the new participants, consolidate them or expand them with new impulses. The results are incorporated into the format of the Regional Identity Card. 2. Development of a pitch and preparation for its presentation. 3. Recording of resulting pitch on camera. 4. Sharing of the resulting pitch formats among all participants. 5. Discussion on what is missing for the realisation and implementation of the product idea and discussion on a transfer to follow-up training. 	
Session 5: Closing – Get Together	Open end
<p>The workshop ends with a get together in a relaxed atmosphere. In this context, the evaluation form is distributed and filled out and - if necessary - a transfer to follow-up training is arranged.</p>	

Results: MaC Village business models and products are specified and pitched. The products are integrated into an agile new regional network. MaC Village partners are invited to a networking event to exchange information about products in the MaC Village community. For further development, the participants are offered to attend follow-up trainings that offer further targeted support for the participants to realise the product ideas.

It is also possible to integrate MaC Village product ideas into existing economic development frameworks in order to be able to offer financial support where necessary.

At the end of the workshop series, it is also possible to organise a closing event where interested people from the region as well as representatives from public institutions, such as mayors, regional planners and economic development agencies can take part and learn about the results.

Templates: For the Consolidation Workshop, the results of the entire MaC Village workshop series will be used. For the Consolidation Workshop, the format of the Regional Identity Map is planned for final processing, as well as the creation of a pitch.

CHAPTER 8: TEMPLATES FOR THE MAC VILLAGE WORKSHOP SERIES

The templates designed for the MaC Village workshop series are presented in detail below.

1. IDEA PROFILE: The Idea Profile format is analogous to the Canvas Value Proposition methodology, but with a strong spatial perspective. In the Idea Profile, ideas of the participants are taken up and described in a format that addresses both customer needs and includes regional resources in the consideration.

IDEA PROFILE

IDEA PROFILE: Product Title		
Target Audience (typical customer)	Logo	Claim/Catch Phrase/Slogan
Which Problem does it solve?	3 Pictures (Group Selfie + two relevant Images from pixabay.com)	
Local Resource		
Solution: Idea in a single Sentence	Contributors (Person/Company)	

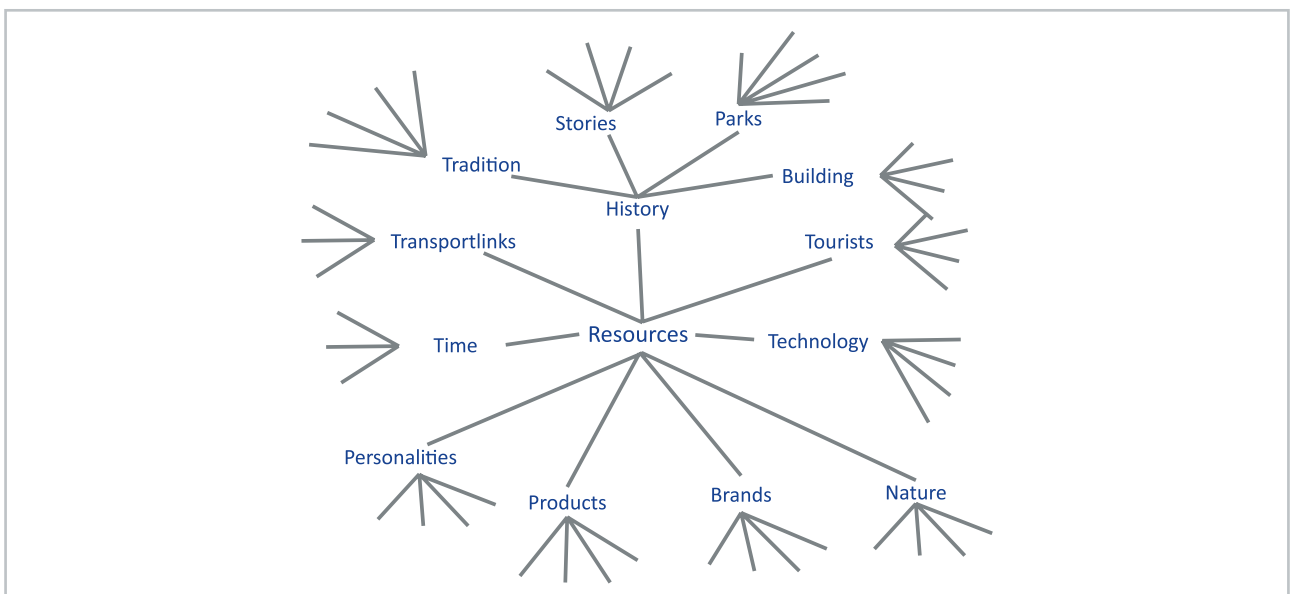
2. RESOURCE FEATURE: Resource Features are small cards in postcard format that are randomly provided to the participants and pinned on the provided Resource Map in the course of the workshop. To create a Resource Feature, resources are extracted from the regional analysis and visualised as a term on a small card. Next to the term (e.g., lighthouse, village church, adventure barn, asparagus fields, vineyards, jam factory, etc.) a short explanation of the resource is noted on the card.

RESOURCE FEATURE

RESOURCE ITEM: Resource Title /Short Description	
Potential for Usage (...) (...) (...) (...) (...)	Map
	Picture

3. RESOURCE MAP: The Resource Map visualises the competences of a region taken from the Regional Analysis. It is used in the workshop series as an awareness raising tool for regional identity. It contains the individual resource items as well as supplementary resources named by the participants themselves.

RESOURCE MAP



4. RESOURCE BREAK: The Resource Break integrates workshop content as a tangible moment. Before the event, participants are asked to what extent they would like to integrate their own regional product into the break in order to make the region’s competences visible. It is important that the product offered can be integrated as a tangible element. Products that have nothing to do with the design of the break and would therefore have a kind of exhibition character would not be suitable. All products that can be used for consumption or to create a break atmosphere are suitable (e.g., special jam products, wines, sausages, cheese, napkins, folding techniques, crockery from the pottery workshop, glasses from the glassblowing workshop, etc.). In the Resource Break, the theme of the workshop is playfully taken up and integrated into the break in an active format using the resources provided by the participants.

Example: “Steal your neighbour’s jam sandwich”. In the context of “hidden” instructions that are not known to the individual participants, small tasks or work assignments are given during the break that are thematically related to the resources used during the break. For example, the task could be: Find the first name of the regional supplier who provided the jam served during the break, or steal the jam sandwich of a workshop participant without being noticed. The solutions to the work assignments are briefly discussed at the end of the break. The aim is to increase the degree of networking and to promote cross-border thinking.

5. NETWORK PROFILE: The Network Profile documents the participants, their profile and interaction during the breaks. Names, roles and professional backgrounds can be accessed, thus promoting the cooperation process beyond the group work. The Network Profile is available to workshop participants throughout the workshop series. This ensures that resources and competences from the participants are represented accordingly and can be used for potential cooperation options.

NETWORKER PROFILE: Name	
Industry:	Picture: Polaroid
Role:	
What is special about me and my business:	Interactions / Experiences

6. REGION MODEL CANVAS: The Region Model Canvas is a transformation of Osterwalder’s Business Model Canvas to spatial contexts. In addition to the user known from the Business Model Canvas, it places the competences of the region at the centre of the consideration. In this respect, the advantages and special features of the region come into play. They are identified as resources and integrated into the canvas for processing:

REGIONAL MODEL CANVAS

<p>REGIONAL AND NATIONAL PARTNERSHIPS AND COOPERATION</p> <ul style="list-style-type: none"> • Who are our partners? • Who are our key suppliers? • What key resources does each cooperation partner provide? 	<p>CORE ACTIVITIES</p> <ul style="list-style-type: none"> • What core activities require our value propositions? • What key activities does • Who are our partners? 	<p>VALUE PROPOSITION</p> <ul style="list-style-type: none"> • What value do we convey to our customers? • What problems do we help our customers solve? • Which customer needs do we meet? • Which product and service packages do we offer to each customer segment? 	<p>UNFAIR ADVANTAGE</p> <ul style="list-style-type: none"> • What about your business concept cannot simply be copied or bought by others? 	<p>CUSTOMER SEGMENTS</p> <ul style="list-style-type: none"> • For whom do we create value? • Who are our most important customers? • Who are our users
<p>COSTS</p> <ul style="list-style-type: none"> • What are the main costs associated with our business model? • Which key resources are the most expensive? • Which key activities are the most expensive? 		<p>SURPLUS FOR THE COMMUNITY AND THE REGION/SOCIAL ASPECTS</p>	<p>REVENUE</p> <ul style="list-style-type: none"> • What values are our customers really prepared to pay for? • What are they paying for now? • How do they pay now? • How would they like to pay? • How much does each revenue source contribute to the total revenue? 	

7. REGIONAL IDENTITY CARD: The Regional Identity Card is an end product of the entire workshop series. On the one hand, it represents the competences of the region and, on the other hand, it illustrates the products, business models and ideas that emerged during the workshop series. It is thus the basis for any incremental further development and new combination of business models for the region. At the same time, the Regional Identity Card is the basis for the visualisation of a MaC Village approach and visualises innovative paths of the actors working there.

REGIONAL IDENTITY CARD (RIC):		
Region (Name)	Vision	Population
Close urban Areas (max. 3)	Map of region	
Special Resources		
Key economic Sector (max. 3)	MaC Village Slogan	

CHAPTER 9:
EVALUATION QUESTIONNAIRES

EVALUATION OF MAC VILLAGE WORKSHOP NO. 1

Dear participants,

we hope you enjoyed our first MaC Village Workshop. It is very important that we find out about your understanding of the basic idea of MaC Village, whether we worked with the right methods and if you could imagine to continue. With your answers you will help us to promote creative economies in rural areas on a European level and enhance methods of workshop series dealing with this topic.

The results will be evaluated by the partners of the SRH Berlin University, who are carrying out scientific monitoring of the MaC Village project.

We thank you for your support.

1. Please rate the following statements about the basic idea of MaC Village based on the extent to which they apply to you:

MaC Village is backed by the phrase “Make Creative Villages” The basic MaC Village idea is the guiding principle: “Creative thinking and economic activity in villages”	Strongly disagree				Strongly agree
I realized the spirit of MaC Village.					
I can see the added value for me to participate in the development of MaC Village.					
I learned how to be part of MaC Village.					

Further comments:

2. Please evaluate the following statements on every individual workshop round according to the extent to which they apply to you:

Workshop Start – Network Profile	I do not agree at all				I fully agree
The network profiles were helpful in getting an overview of the business field of the workshop participants.					
The network profiles were helpful in getting to know different businesses and companies and their local and regional integration.					
Crazy Cooperation	I do not agree at all				I fully agree
Through the coincidental exchange with workshop participants, I was able to get impulses for new business ideas.					
Speed Dating	I do not agree at all				I fully agree
The Speed Dating showed me how I can use regional characteristics economically.					
It was easy for me to develop new regional business opportunities while using the "resource items".					
Ressource Break	I do not agree at all				I fully agree
During the workshop break, I was able to experience regional characteristics.					
The workshop break showed me that regional characteristics have a unique value of their own.					
Crazy Cooperation - Advanced Version	I do not agree at all				I fully agree
In the last workshop round, I received new impulses through the ideas generated in the individual groups.					
I could easily get into the already existing ideas of the individual groups.					
We have succeeded in developing a "11 star product" or "11 star service".					

Overall evaluation of the workshop	I do not agree at all				I fully agree
I have been able to generate new ideas for my company.					
I am convinced that real business ideas can be created and implemented.					
I intend to follow up on the ideas generated after the workshop.					
I can imagine to continue working together with workshop participants.					
Dealing with the professional field of regional partners opens up new business cooperation opportunities for me.					
I have gained a new understanding of how regional characteristics can be transformed into products and business ideas.					
I will continue to participate in the workshop series.					
To me the workshop was an enrichment.					

My most interesting insight from the workshop is (summarized in one sentence):

I have the following suggestion:

Thanks for your support.

SHR Berlin University of Applied Sciences, Berlin School of Business Administration, Ernst Reuter Platz 10
10587 Berlin, Interreg Project MaC Village - Contact Person: marcel.herold@srh.de

EVALUATION OF MAC VILLAGE WORKSHOP NO. 2

Dear participants,

we hope you have enjoyed the second MaC Village Workshop. It is especially important to find out how you are doing in the ongoing MaC Village process, whether you have made any improvements and how you see your continued progress with MaC Village. With your answers you will help us to promote creative economies in rural areas on a European level and enhance methods of workshop series dealing with this topic.

The results will be evaluated by the partners of the SRH Berlin University, who are carrying out scientific monitoring of the MaC Village project.

We thank you for your support.

1. Please evaluate the following statements on the central idea of MaC Village based on the extent to which they apply to you

MaC Village is backed by the phrase "Make Creative Villages"	Strongly disagree				Strongly agree
The trailer was helpful for me to understand the idea of Mac Village.					

Further comments:

2. Please evaluate the following statements on every individual workshop round according to the extent to which they apply to you:

Crazy Cooperation	Strongly disagree				Strongly agree
Through the coincidental exchange with new workshop participants, I was able to get impulses for new business ideas.					
It was easy for me to exchange ideas with my counterpart to achieve new results.					
Resource Cloud	Strongly disagree				Strongly agree
The digital associations to regional resources generated by the participants showed me how we can work with regional characteristics in a new way,					
Resource Break	Strongly disagree				Strongly agree
The workshop break showed me that regional characteristics have a unique value of their own.					
Ressource Break\ Regional Business Model Canvas RMC	Strongly disagree				Strongly agree
It was easy for us to add existing ideas to the Regional Business Canvas,					
With the Regional Model Canvas, we were able to develop various business models that have a direct regional reference.					
We were able to reach a good agreement on which business models could be implemented.					

Overall evaluation of the workshop	Strongly disagree				Strongly agree
I have been able to generate new ideas for my company.					
The participation of people from the creative sector was helpful to continue working on the first ideas, business models and products.					
Working with partners from the creative industries opens up new business cooperation opportunities for me.					
I am convinced that the business models developed in the workshop have a realistic chance of being implemented.					
I can imagine to continue working together with workshop participants.					
Dealing with the professional field of regional partners opens up new business cooperation opportunities for me.					
I will continue to participate in the workshop series.					
To me the workshop was an enrichment.					
The participation in a digital workshop was difficult for me.					
The digital execution of the workshop had a negative influence on my willingness to participate in further workshops.					

My most interesting insight from the workshop is (summarized in one sentence):

I have the following suggestion:

I am from:	<input type="checkbox"/> the local, regional area	<input type="checkbox"/> not from this area
I am:	<input type="checkbox"/> a traditional entrepreneur/actor	<input type="checkbox"/> participant from the creative industry
I am: years old.	
I am:	<input type="checkbox"/> female	<input type="checkbox"/> male <input type="checkbox"/> divers

Thanks for your support.

SHR Berlin University of Applied Sciences, Berlin School of Business Administration, Ernst Reuter Platz 10
 10587 Berlin, Interreg Project MaC Village - Contact Person: marcel.herold@srh.de

EVALUATION OF MAC VILLAGE WORKSHOP NO. 3

Dear participants,

We are very glad that you have come to the third MaC Village workshop, despite the difficulties of not being able to meet in person due to the Covid-19 crisis. With your answers you will help us to put the methods used in the workshops so far to the test and to improve the workshop series.

Your results will be evaluated by the partners of the SRH University of Applied Science Berlin, who are carrying out the scientific support of the MaC Village project, and will be reflected in a guideline for future workshops of this kind.

We thank you for your support.

1. Please evaluate introduction to the third workshop MaC Village

Introduction of the 3rd workshop, presentation of the ideas	Strongly disagree				Strongly agree
The developed basics of network profiles, idea profiles and the Regional Model Canvas gave me enough orientation to follow up on them in the 3rd workshop.					
I was able to integrate well into the already existing ideas of the participants.					
I was able to tie in well to my own idea.					

Further comments:

2. Please evaluate the following statements regarding the development and implementation of a pitch:

	Strongly disagree				Strongly agree
The “tale from the village”					
Through the joint storytelling and the further development of a story from the village, I was well prepared for the upcoming task of developing a pitch, which will be implemented thematically in the village.					
I found it easy to exchange ideas with my counterpart and come to new conclusions.					
Pitch examples	Strongly disagree				Strongly agree
The examples on how to develop a pitch helped me to understand the idea and elaboration of a pitch.					
Pitch Creation	Strongly disagree				Strongly agree
The specifications for pitch creation were understandable for me to be able to work on a pitch together in my group.					
Pitch implementation	Strongly disagree				Strongly agree
It was easy for us to conduct a pitch.					
We feel more confident with the pitch to place our project on the market.					
Common vision	Strongly disagree				Strongly agree
We were able to work out joint opportunities to market our ideas under a common umbrella in the region.					
We have succeeded in describing our regional MaC Village approach.					
General feedback on the 3rd workshop	Strongly disagree				Strongly agree
The cooperation with other partners from the creative industry has opened up opportunities to develop my idea in a new way.					
I am convinced that the business models developed in the workshop have a realistic possibility of being implemented.					
To me the workshop was an enrichment.					
The participation in a digital workshop was difficult for me.					

My most interesting insight from the workshop is (summarized in one sentence):

I have the following suggestion:

I am from:	<input type="checkbox"/> the local, regional area	<input type="checkbox"/> not from this area
I am:	<input type="checkbox"/> a traditional entrepreneur/actor	<input type="checkbox"/> participant from the creative industry
I am: years old.	
I am:	<input type="checkbox"/> female	<input type="checkbox"/> male <input type="checkbox"/> divers

Thanks for your support.

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10587 Berlin, Interreg Project MaC Village - Contact Person: marcel.herold@srh.de

INDIVIDUAL PARTNER COUNTRY EVALUATION OVER THE ENTIRE WORKSHOP SERIES

Target group: Coordinators and trainers of the partner countries

General Questions on the Methodological Approach:

MaC Village claim according to the underlying methodological concept:

What is a MaC Village? The ideal MaC Village is a networked region, a single place, or an ecosystem with an agile network between actors and enterprises from rural areas and the creative industries, which, at the end of an innovation process, contribute to a clear locally and regionally developed unique selling proposition. Unique selling points can be innovation-led products, business models, offers or local characteristics.

1. Networking

1.1 Please rate on a scale of 1 to 5 the extent to which networking between regional actors and the creative industries has been successful throughout the workshop process.

(1 = very good / five = poor)

Please give reasons for your judgement:

1.2 Have you adhered to the specified participant constellation of the individual workshops (Starter Workshops only local companies, Development Workshops, incl. creative industries, Consolidation Workshop extended circle of creative industries)?

Yes

No

1.3 If no:

Why did you deviate from the predefined constellation of participants?

In retrospect, do you think that adhering to the constellation of participants would have led to different or better results?

1.4 If yes:

How did the cooperation with the creative industry work on an interpersonal level?

a) Did the regional representatives feel the participants from the creative industries as enrichment or rather as excessive demands with regard to their own business ideas?

b) Did the participants from the creative industries settle in well?

c) What new impulses were generated by the participation of the creative industries?

d) Would they choose the same constellation of participants in another series of workshops?

1.5 How would you rate the methods used in the networking workshops? (1 = very good / five = poor)
Rate and give reasons for your judgment

- a) Establishing a network profile
- b) Crazy Cooperation
- c) Speed dating using elements of regional resources
- d) Cooperation through pitches
- e) Networking through Trello

1.6 In hindsight, how would you rate the participation of the creative industries in the workshop process?
Rate each on a scale of 1 to 5 (1 is completely true, 5 is not true)

- a) The creative industry participants have led to new product ideas that would not have come about without this participation.
- b) Creative industry participants have helped local entrepreneurs to think differently and in new ways about their own business models.
- c) Participants in the creative industries have created new cooperations that are profitable for the economic development of the region.
- d) No significant new impulses for the region have been generated by the creative industry participants.

Other comments on your part:

2. Regional Development

2.1 How do you rate the regional analysis to be carried out by the regions in advance of the workshop series (1= very helpful for carrying out the workshops, 5 = not helpful for carrying out the workshops)?

Please justify your opinion.

2.2 Rate on a scale of 1 to 5 the strengthening of the development or use of regional resources throughout the workshop process.

(1 = high strengthening / five = no strengthening)

Justify your opinion

2.3 Which of the given workshop formats that were intended to promote regional resources in each workshop phase did you use?

(a) Resource Map, b) Resource Card, c) Resource Break d) Regional Business Canvas, e) Regional Identity Card)

2.4 Which of the above formats do you think had the greatest impact and why?

2.5 Which formats did you not implement and why?

2.6 In hindsight, do you think that adhering to the workshop formats would have led to different or better results?

2.7 To what extent was a regional unique selling point able to be elaborated through the workshop series?

Give reasons for the success or failure.

3. Innovation Processes, Development of Products and Business Models

3.1 How many business ideas were generated during the workshops?

Give reasons for success or failure.

3.2 How many business ideas were generated through the participation of the creative industries?

Give reasons for success or failure.

3.3 How many business ideas have led to the development of concrete products and business models?

Give reasons for success or failure.

3.4 Which of the given workshop formats prepared in the individual workshop phases for the development of products and business models did you use?

a) Idea Profile b) Regional Business Canvas, c) Pitch

3.5 Which of the formats do you think had the greatest impact and why?

3.6 What do you think is missing to bring products to market?

3.7 To what extent did you succeed in using the products to initiate a new regional development (vision, shared framework)?

4. Digital Workshops / Covid-19-related Change of Formats

4.1 Which workshop phases were you able to run in the original face-to-face format?

4.2 How successful was the change to digital formats? (1 = Very well / 5 = Not at all)

4.3 Which formats were helpful in managing the digital process?

Justify your opinion.

4.4 Were you able to successfully use the trello concept developed by Austria? How should it be adapted, or what is missing?

4.5 What are the necessary preconditions for the success of digital workshops?

4.6 Do you see advantages of digital workshop formats?

5. Method Optimization

5.1 In what way do you think networking with the creative industries is successful?

5.2 What do you think is missing to generate innovation partnerships between participants?

5.3 What do you think is missing to bring products and business models to market?

5.4 What do you think is missing to achieve a unique regional position with the products?

5.5 To what extent were the ZIMs issued for the different workshop phases sufficient?

5.6 How helpful were the prepared templates? What was missing? (Network Profiles, Idea Profile, Resource Characteristic, Resource Map, Regional Model Canvas, Pitch)

5.7 What is your ideal workshop series to fulfil the basic idea of MaC Village (surprising, innovative networking, developing new business models and products, creating a new creative economic space)?

Other Comment on Method Guidance/Wishes for the Manual

9.3. Trainings

9.3.1. Guidelines for Training

1. Preparation

Prepare a list of invitees with contact data. Don't forget to include the Stakeholders as well!

Set a date and time for the training session, that is suitable for most of the participants. We suggest a one-day event, with an AM and PM session with lunch, but feel free to adjust the agenda according to the needs of your region.

Prepare the attendance list. Use the official template of the project and don't forget to include or attach the GDPR Statement of your organisation and a Declaration of Consent for the training video and photos.

Print all the necessary documents and working sheets (i.e., attendance list, evaluation sheets, training materials).

- Make sure that you have the necessary equipment for the training. (Laptop, projector, camera, microphone etc.)



2. Implementation

We suggest the following agenda for the training session, but it can be tailored to the needs of your region:

1 st SESSION WITHOUT STAKEHOLDERS	
40 minutes	Discussion about the loss of the e-workshops, reviewing all project ideas.
20 minutes	Project idea(s) evaluation process. Please use the printed <i>EVALUATIONSHEET FOR THE PROJECT IDEA FOR PARTICIPANTS</i> for checking what we need to develop, what is missing...
15 minutes	COFFEE BREAK (During the break Trainers can Evaluate the sheets filled using <i>EVALUATIONSHEET FOR THE PROJECT IDEA FOR TRAINERS</i> and chose the the project idea(s) to finalise – if you have more, you can choose the one which got the highest points or you can also have quality assessment – also chose 2 Support Kits in the field with the lowest points reached in total.
45 minutes	Presentation of Support Kit 1. (Please use the relevant Support Kit presentation.)
45 minutes	Presentation of Support Kit 2. (Please use the relevant Support Kit presentation.)
15 minutes	COFFEE BREAK
60 minutes	Working together on the concrete project idea(s) to bring it/them to market. Finalising the project idea(s), preparing the PROJECT IDEA PANEL document (Please focus on filling the <i>Summary description of the project idea and Potential Business possibility sheets</i> . (Other sheets can be finalised after the training session by the project partner.) Work together on the concrete project idea(s) to bring it/them to market
1 nd SESSION WITH THE STAKEHOLDERS	
60 minutes	Hot meals or sandwiches with Stakeholders, networking
30 minutes	Presentation of the project idea(s) to the Stakeholders, shooting a short video about the concrete project idea(s)
60 minutes	Q&A - Discussion about the project idea(s) with the Stakeholders, filling out the evaluation sheet for Trainings use the <i>EVALUATION SHEET FOR THE TRAINING SESSIONS FOR PARTICIPANT</i>

3. Completion

After the event, send the training Evaluation sheet (*EVALUATION SHEET FOR THE TRAINING SESSIONS FOR PARTICIPANTS* document) and the Project Idea Panel (*PROJECT IDEA PANEL* document) to DDTG within 2 weeks.

Finalise the training video, share it on your channels and also send it to E-Zavod.

9.3.2. Training Support Kit 1: Financing



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TAKING COOPERATION FORWARD

📍 PLACE DATE

🗨️ **MaC Village Training Sessions**
1. Support Kit: Financing

👤 NAME OF THE TRAINER(S)

FINANCING, THE WAY TO THE MARKET



 TAKING COOPERATION FORWARD  2

THE WAY TO THE MARKET

Approximately **80% of new products** fail.

factors that contribute to a product's success or failure:

- the financial security of the company backing the product
- how well it's marketed
- whether it's something consumers actually want

Getting the product launch right is *essential*.



TAKING COOPERATION FORWARD

3



5 STEPS YOU SHOULD GO THROUGH



TAKING COOPERATION FORWARD

4



1. DETERMINE YOUR USP

Every successful product has an attractive unique selling proposition

- Why would someone buy your product?
- Is it simpler to use?
- Is it a better value?
- Does it offer a feature (or features) that similar products don't?



TAKING COOPERATION FORWARD

5

2. DEFINE YOUR TARGET AUDIENCE



you not only need to know *why* someone would buy it, but *who* would buy it, as well.

Age
Gender
Location
Job role
Disposable income
Likely pain points
Likely hobbies
Family life

Websites they visit
Social media sites they use



TAKING COOPERATION FORWARD

6

A FEW IDEAS, HOW TO GET YOUR TEAM'S BUY-IN

- Let your own enthusiasm show
- Get your team using your product
- Coach your team
- Provide shares in the company



4. TIME YOUR LAUNCH RIGHT

- Timing can make the difference between success and failure when it comes to introducing a new product.
- Is the product seasonal?
- What's your promotional budget like?



5. DIVERSIFY YOUR MARKETING STRATEGY



The second your product hits the market, you need to be getting in front of as much of your target audience as you can.

- Social media
- Advertising
- Posters
- Billboards



TAKING COOPERATION FORWARD



FINANCING



TAKING COOPERATION FORWARD



FINANCING

- EU's multiannual financial framework (MFF) for 2021-2027.
- Bank loan
- Investors
- Community funding
- EU funds



EU'S MULTIANNUAL FINANCIAL FRAMEWORK (MFF) FOR 2021-2027

2014-2020

4 thematic priorities



2021-2027

1 cross-cutting priority on capacity building



Together with the Next Generation EU recovery instrument of €750 billion, it will allow the EU to provide an unprecedented €1.8 trillion of funding.



EUROPEAN FUNDS

- Regional funding
- National funding
- Cross-border funding
- Direct funding/allocations (regional capital)



THE WAY TO FUNDING

- Which funding opportunities are available for my project in our area?
- Where can I apply?
- What do I have to consider before submitting a project?
- What kind of work is waiting for me?
- With which promotion sum (own capital) can I count?



INVESTORS

- Allocates capital with the expectation of a future financial return (profit) or to gain an advantage (interest)
- someone who provides a business with capital and someone who buys a stock are both investors
- An investor who owns a stock is a shareholder



TAKING COOPERATION FORWARD

18

COMMUNITY FUNDING

- If you have a bright idea, Crowdfunding is the way to give a kick to your project.
- It is a community donation based concept, where a large number of people raise money to your project, by donating a small amount of money.
- The most famous websites
 - [kickstarter.com](https://www.kickstarter.com)
 - [indiegogo.com](https://www.indiegogo.com)
 - [patreon.com](https://www.patreon.com)



TAKING COOPERATION FORWARD

19

9.3.3. Training Support Kit 2: Collaboration and Contracting

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TAKING COOPERATION FORWARD

PLACE DATE

MaC Village Training Sessions
2. Support Kit: Collaboration and Contracting

NAME OF THE TRAINER(S)

Interreg
CENTRAL EUROPE
MaC Village

COLLABORATION AND CONTRACTING

TAKING COOPERATION FORWARD 2

COLLABORATION AND CONTRACTING

Collaborative contracting is an approach to contracting that brings about an alignment of interests - primarily commercial interests - among stakeholders (i.e. Not just the parties to the contract) involved in a mutual endeavour and/or having some common goal.



TAKING COOPERATION FORWARD

3

COLLABORATION AND CONTRACTING

Are you working with suppliers?

Do you have preferred ones?

Do you have backup plan?

I Agree



TAKING COOPERATION FORWARD

4

COLLABORATION AND CONTRACTING



Long-term relationships

Short-term relationships



TAKING COOPERATION FORWARD



5

5 WAYS TO DO COLLABORATIVE CONTRACTING



TAKING COOPERATION FORWARD



6

1. MULTI-TIERED STRUCTURE

Be more flexible



TAKING COOPERATION FORWARD



2. FOCUS ON VALUE, NOT PROGRESS

Fixed milestones
based on delivery



Value-driven
delivery



TAKING COOPERATION FORWARD



3. PRICE BY INCREMENT



Flexible pricing

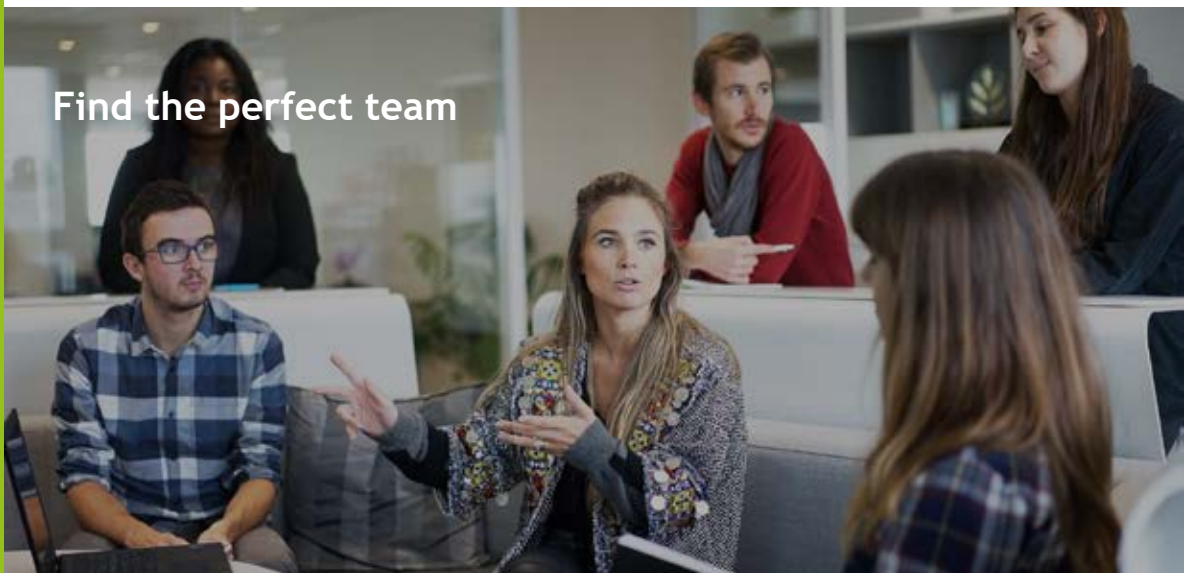
Try to avoid fixed time and materials contracts



TAKING COOPERATION FORWARD



5. FUND THE TEAM, NOT THE DELIVERABLE



Find the perfect team



TAKING COOPERATION FORWARD



9.3.4. Training Support Kit 3: Customers and Target Groups



TAKING COOPERATION FORWARD

📍 PLACE DATE

🗨️ **MaC Village Training Sessions**
3. Support Kit: Customers and Target Groups

👤 NAME OF THE TRAINER(S)



CUSTOMERS AND TARGET GROUPS



TAKING COOPERATION FORWARD

2

TARGET MARKET

A **group** of potential **customers** to whom a **company** wants to sell

A **target market** is one part of the **total market** for a good or service.



TAKING COOPERATION FORWARD



3

DIFFERENT WAYS FOR MARKET SEGMENTATION



TAKING COOPERATION FORWARD



4

Demographic segmentation

Demographic grouping is based on measurable statistics as:

- Gender
- Age
- Income level
- Marital status
- Education
- Race
- Religion



TAKING COOPERATION FORWARD

5

Geographic segmentation

Geographic segmentation involves segmenting the market based on location, such as:



- Neighborhood
- Postal or ZIP code
- Area code
- City
- Province or state
- Region
- Country (if your business is international)



TAKING COOPERATION FORWARD

6

Psychographic segmentation

Social Grade	Social Status	Occupation
A	Upper class	Higher managerial, administrative, or professional
B	Middle class	Intermediate managerial, administrative, or professional
C1	Lower middle class	Supervisory, clerical, junior managerial, administrative, or professional
C2	Skilled working class	Skilled manual labor
D	Working class	Semi- and unskilled manual labor
E	Subsistence class	Unemployed, seasonal, or casual



9.3.5. Training Support Kit 4: Project Management and Business Planning




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TAKING
COOPERATION
FORWARD

📍 PLACE DATE

🗨️ **MaC Village Training Sessions**
4. Support Kit: Project Management and Business Planning

👤 NAME OF THE TRAINER(S)



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WHAT IS A BUSINESS PLAN?

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PROJECT MANAGEMENT AND BUSINESS PLAN



The plan must answer the following questions

Who are you (legal structure, ownership, location, etc.)?

What is the roadmap (milestones, timetable)?

What do you sell (product, service)?

How is it made (manufacturing process, suppliers, technology, etc.)?

Who do you sell to (customers)?

What are the funding requirements (amount, source of financing)?

How do you sell (distribution channels, marketing plan)?

What is the expected return on investment (cash flow forecast)?

Who is the competition?



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BUSINESS PLAN

Business plans need more work, than just writing down your idea to a napkin.

The best business plans do more than just inform readers about what your company does – they excite and persuade them about jumping on the opportunity to get involved.



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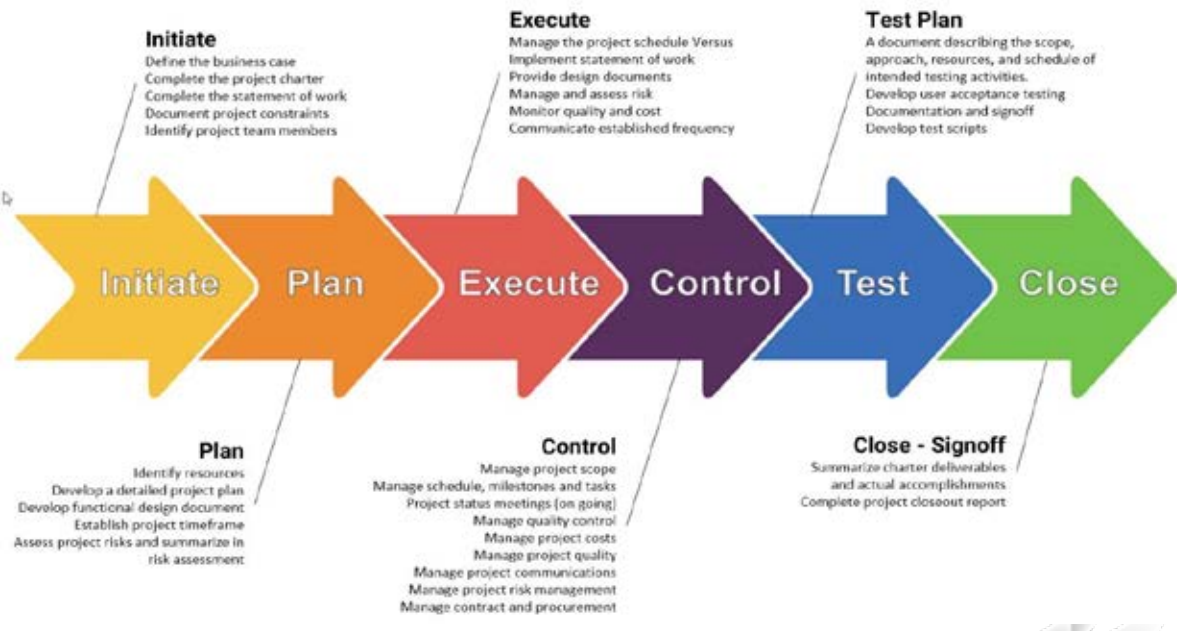
4

WHY YOU NEED A BUSINESS PLAN (AND HOW IT CAN HELP YOU)



PROJECT MANAGEMENT





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9.3.6. Training Support Kit 5: Marketing, Distribution Systems



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5. Support Kit: Marketing, Distribution Systems

👤 NAME OF THE TRAINER(S)



MARKETING, DISTRIBUTION SYSTEMS



DISTRIBUTION SYSTEM

🌱

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DISTRIBUTION SYSTEMS



The distribution of products is so important that there are people who have established their businesses just for the distribution of products of other companies.



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TYPES OF DISTRIBUTION SYSTEMS



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1. DIRECT SALES



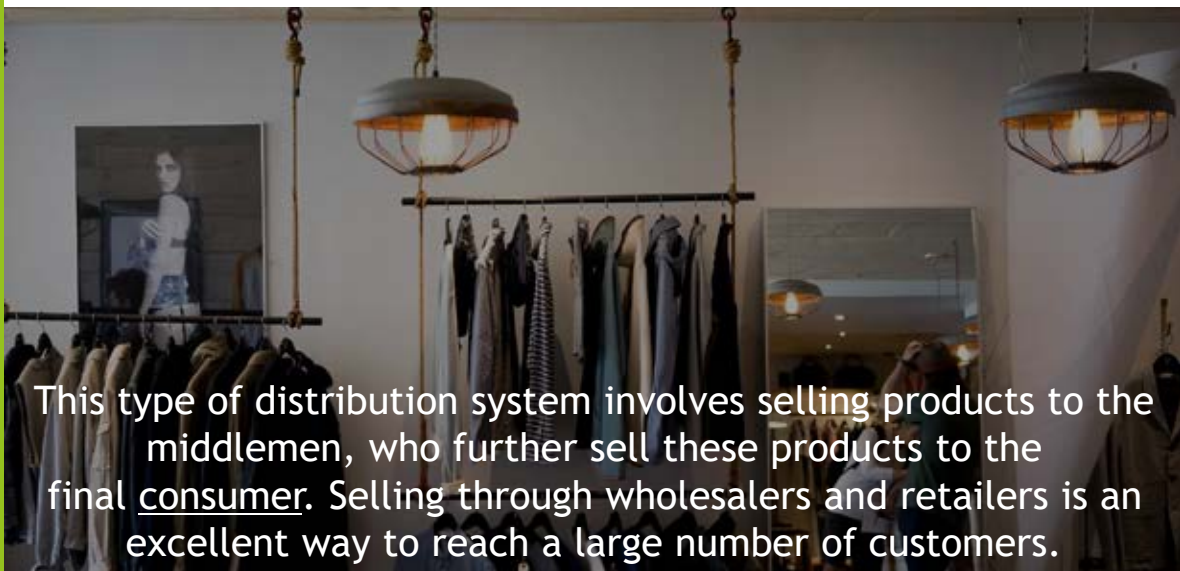
The direct sales can be defined as the sales of products directly from the manufacturer to the buyer without the involvement of any distributor or middleman.



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2. WHOLESALERS AND RETAILERS



This type of distribution system involves selling products to the middlemen, who further sell these products to the final consumer. Selling through wholesalers and retailers is an excellent way to reach a large number of customers.



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3. DISTRIBUTORS AND BROKERS



When you sell your product through distributors and brokers, you give them a certain amount of commission on the total sales that they have made. This method is beneficial to make available your product in remote areas.



OBJECTIVES OF THE DISTRIBUTION SYSTEM



1. AVAILABILITY OF PRODUCT IN THE MARKET

The main objective of a distribution is to take the products within reach of its consumers so that they can buy whenever they want no matter in which part of the world they live.



2. TO PROVIDE CONVENIENCE TO CUSTOMERS

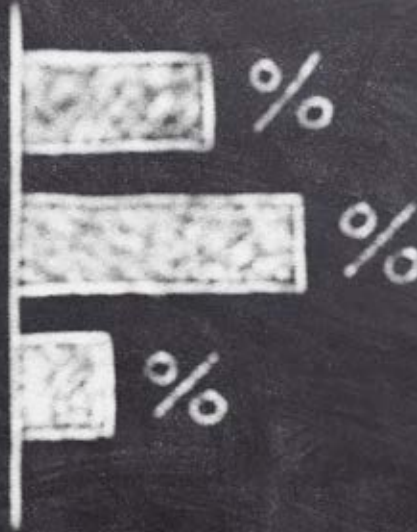
Another essential objective of the distribution system is to provide satisfaction to customers.

People buy products based on factors like the quality of products, availability in the market, and the price of products.



3. TO REDUCE THE COST

An effective distribution system helps in reducing the overall cost.



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4. DISTRIBUTION OF GOODS



Proper distribution of goods as important as the production of the goods. There are a few companies that have their outlets in a different part of the world. Whereas some companies prefer to sell their products to retail store owners who sell them further to final consumers.



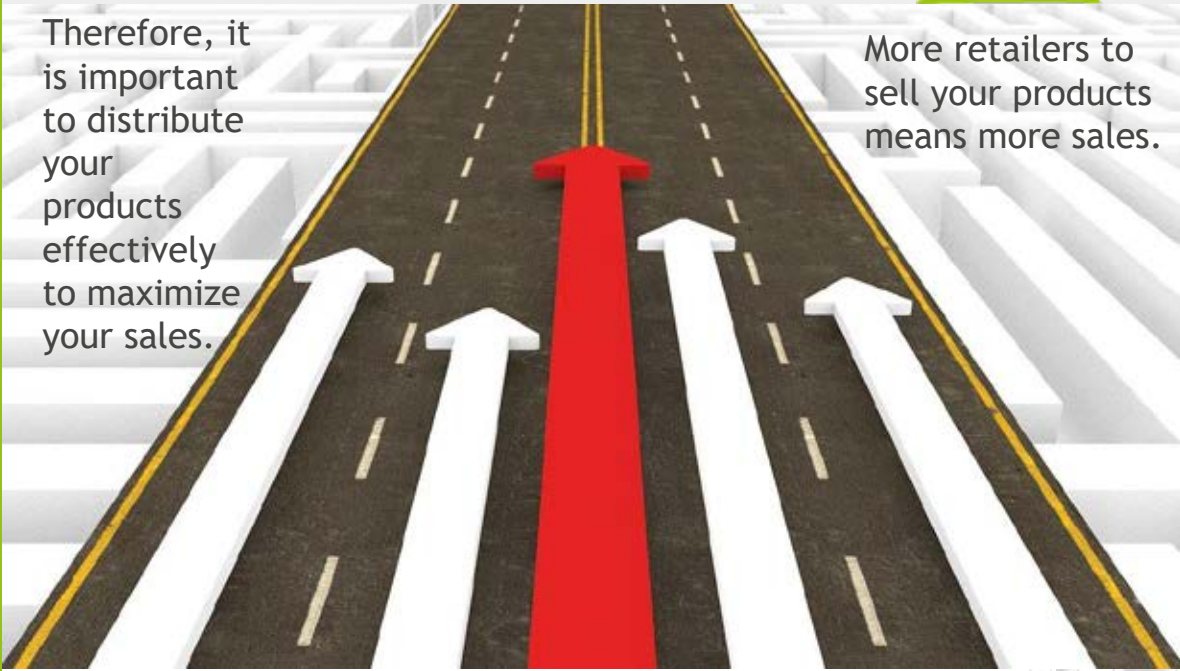
TAKING COOPERATION FORWARD

12

5. TO MAXIMIZE SALES

Therefore, it is important to distribute your products effectively to maximize your sales.

More retailers to sell your products means more sales.



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7. TO CONTROL INVENTORY

A proper distribution system helps you in managing the inventory. A manufacturer is not required to keep finished goods in stock if there is an effective distribution team to distribute their products.



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8. PROMOTION OF PRODUCTS



WHAT IS MARKETING?



MARKETING

Marketing refers to activities a company undertakes to promote the buying or selling of a product or service.

Marketing includes advertising, selling, and delivering products to consumers or other businesses.

marketing
strategy



9.3.7. Training Support Kit 6: Sales, Branding and Social Media



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6. Support Kit: Sales, Branding and Social Media

👤 NAME OF THE TRAINER(S)

SOCIAL MEDIA MARKETING



Social media marketing is the use of social media platforms and websites to promote a product or service.



 TAKING COOPERATION FORWARD  2

SOCIAL MEDIA

There are two basic strategies for using social media as a marketing tool:

Active approach

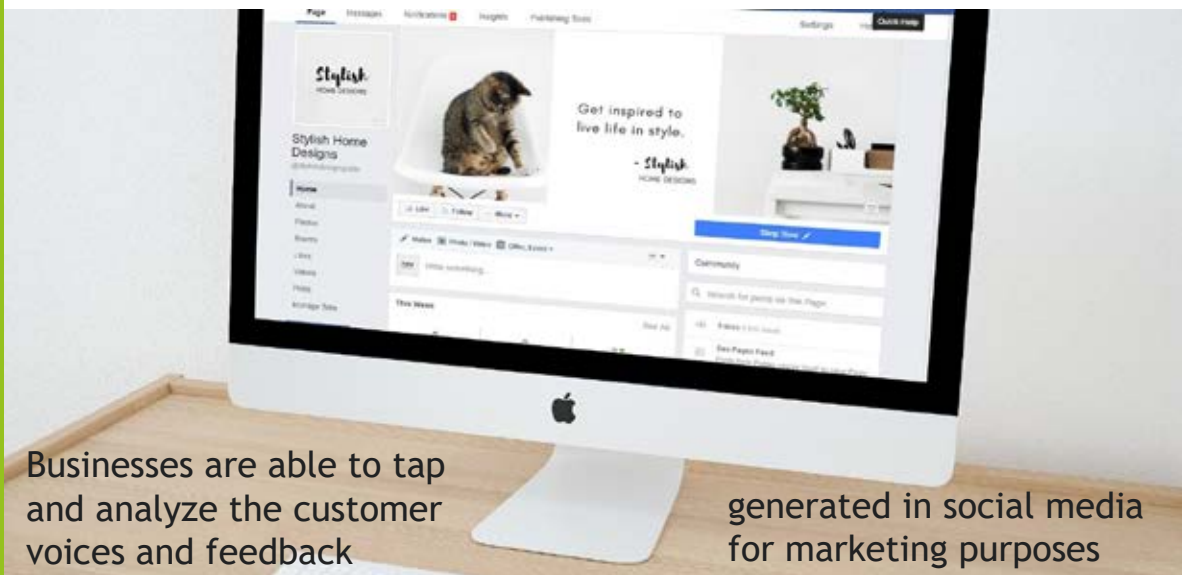
Passive approach



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PASSIVE APPROACH



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ACTIVE APPROACH

Social media can be used not only as public relations and direct marketing tools, but also as communication channels targeting very specific audiences with social media influencers and social media personalities as effective customer engagement tools



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5

BRANDING

Branding, by definition, is a marketing practice in which a company creates a name, symbol or design that is easily identifiable as belonging to the company.

Harley-Davidson

Brands live in the mind. They can't be seen. They can't be touched.



TAKING COOPERATION FORWARD

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9.3.8. Evaluation Sheet for the Project Ideas for Participants

EVALUATION SHEET FOR THE PROJECT IDEA

Please evaluate the current status of the project idea.

Status of the project idea	Please rank the following statements from 1 to 5 (1 bad – 3 average – 5 excellent)
The costs and the incomes are exactly calculated.	/ MAX 5
All the necessary financial tasks (banking, bookkeeping, taxes...) and the way of method are known.	/ MAX 5
It's clear what kind of financial channels can we use to involve additional funds for the financing if necessary.	/ MAX 5
Total points of the financial background of the project idea	/ MAX 15
The organisational form of implementing is ready to go.	/ MAX 5
All the subcontractors are known.	/ MAX 5
All the necessary legal tasks (process of establishing the organisation, preparing the contract templates...).	/ MAX 5
Total points of the Collaborating and contracting part of the project idea	/ MAX 15
The costumers are exactly known (we know who do we want to sell our product/service).	/ MAX 5
The secondary target group is well defined.	/ MAX 5
The method of costumer care is fully developed.	/ MAX 5
Total points of the Costumers and target group session	/ MAX 15
All the steps are known how to implement the project idea from the start.	/ MAX 5
The project idea has a basic business plan.	/ MAX 5
We know how to set up the Project Management structure and what will be the role of it.	/ MAX 5

Total points of the Project Management and Business Planning part	/ MAX 15
We know our competitors regarding our product/service and we checked if there are any similar supplier in the village/region/country.	/ MAX 5
The place of producing and selling has been chosen.	/ MAX 5
There was already chosen a marketing/positioning strategy.	/ MAX 5
Total points of the Marketing part	/ MAX 15
The way of selling our service/product is well detailed.	/ MAX 5
We know what would we like to underline regarding our product/service branding process and we have some ideas for the visualization.	/ MAX 5
The social media platform(s) were chosen to promotional purposes, the way of usage is clear.	/ MAX 5
Total points of the Sales branding and social media part	/ MAX 15
Project idea TOTAL POINTS reached	/ MAX 90

Further comments, remarks, notes:

9.3.9. Evaluation Sheet for the Project Idea Summary

EVALUATIONSHEET FOR THE PROJECT IDEA SUMMARY

Please evaluate the current status of the project idea.

Status of the project idea/ participants	POINTS REACHED															
	SUM	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Total points of the financial background of the project idea																
Total points of the Collaborating and contracting part of the project idea																
Total points of the Customers and target group session																
Total points of the Project Management and Business Planning part																
Total points of the Marketing part																
Total points of the Sales branding and social media part																
Project idea TOTAL POINTS reached																

9.3.10. Evaluation Sheet for the Training Sessions for the Participants

EVALUATIONSHEET FOR THE TRAINING SESSIONS

Dear participants,

We are very glad that you have come to the Training Session of the MaC Village project. With your answers you will help us to put the methods used in the trainings so far to the test and to improve the training sessions.

Your results will be evaluated by the partners of the DDTG Nonprofit Ltd. HUNGARY, who are leading the thematic work package *Analysis of regional CCI potential, local workshops and trainings* of the MaC Village project.

We thank you for your support.

1. Please evaluate introduction to the training session of MaC Village.

Introduction of the training session, presentation of the ideas to the stakeholders	Strongly disagree				Strongly agree
For me the aim of the training session was clearly understandable.					
During the discussion about the loss, I could tell everything what I wanted to.					
I am satisfied with the project idea(s) were chosen to further development.					
The developed project idea(s) were presented clearly to the stakeholders in the second session of the training.					
I am convinced that the project idea(s) developed in the training have a realistic possibility of being implemented.					
I think the project idea(s) need to be further developed.					
I would like to participate of the implementation of the developed project idea(s) in the future.					
It would be nice to continue the MaC Village project and get support for implementing our project idea(s).					

Have you participated in the online workshop(s)?

- NO
 YES 1 workshop
 YES 2 workshops
 YES 3 workshops

Please tell us what were the challenges to participate in workshops organised online.
(If You haven't participated at the online workshops, please share the reason with us.)

2. Please evaluate the following statements regarding the training:

SUPPORT KIT 1. (Please evaluate the 1st Support Kit was presented during the training)	Strongly disagree				Strongly agree
Using the Support Kit was useful for finalising the project idea(s).					
The content and the method of the Support Kit was clear and understandable.					
The Support Kit was detailed enough and contained all the necessary information what we needed to finalise the project idea(s).					
SUPPORT KIT 2. (Please evaluate the 1st Support Kit was presented during the training)	Strongly disagree				Strongly agree
Using the Support Kit was useful for finalising the project idea(s).					
The content and the method of the Support Kit was clear and understandable.					
The Support Kit was detailed enough and contained all the necessary information what we needed to finalise the project idea(s).					
General feedback on the training	Strongly disagree				Strongly agree
To me the training was an enrichment.					

I am from:	<input type="checkbox"/> the local, regional area	<input type="checkbox"/> not from this area
I am:	<input type="checkbox"/> a traditional entrepreneur/actor	<input type="checkbox"/> participant from the creative industry
	<input type="checkbox"/> trainer	<input type="checkbox"/> stakeholder
	<input type="checkbox"/> other	<input type="checkbox"/> Please describe:
I am: years old.	
I am:	<input type="checkbox"/> female	<input type="checkbox"/> male <input type="checkbox"/> divers

Further comments:

We thank you for your Support.

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