

PRACTICAL MEASURES FOR ESTABLISHING CCI IN INDUSTRIAL REGIONS AND LINKING „NEW“ + „OLD“ ECONOMIES

Summary report on pilot action ideas

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InduCCI References and Contact



T2.2.1



Reporting Period 2



PP6, CCIAA PADOVA



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1. ABSTRACT

The EU project InduCCI investigates Cultural and Creative Industries as a social change agent in transforming industrial societies. This summary report presents 12 pilot action ideas described by the partnership concerning the two following topics:

- > Attraction, establishment and promotion of CCI and CCI cluster in industrial regions
- > Fostering cooperation between CCI and companies from other sectors

2. INTRODUCTION

The Central Europe project InduCCI¹ focuses in its 2nd practical work package on the role of Cultural and Creative Industries (CCI) for helping industrial communities in Central European regions to become more open to innovation, change and entrepreneurship. With its hybrid forms of collaboration and unconventional methods, CCI is to be tested as an agent for social transformation.

In a first sub-strand, InduCCI partners bring in CCI for attracting, establishing and promoting CCI and CCI clusters in industrial region. Partners experiment with different communication formats ranging from event features over public discourses to exhibitions.

In a second sub-strand, pilot actions are focused on fostering cooperation between CCI and companies from other sectors, with a specific attention to the industrial sector, recognized as the backbone of the economic structure of the involved Regions. This is reached by testing novel education schemes, opening up the CCI scene to the public, public pioneering workshops and other community-oriented work.

As key part of the work package, the InduCCI partners have committed themselves to develop and test certain pilot actions in their regions as well as to support each other in this process.

3. OBJECTIVES

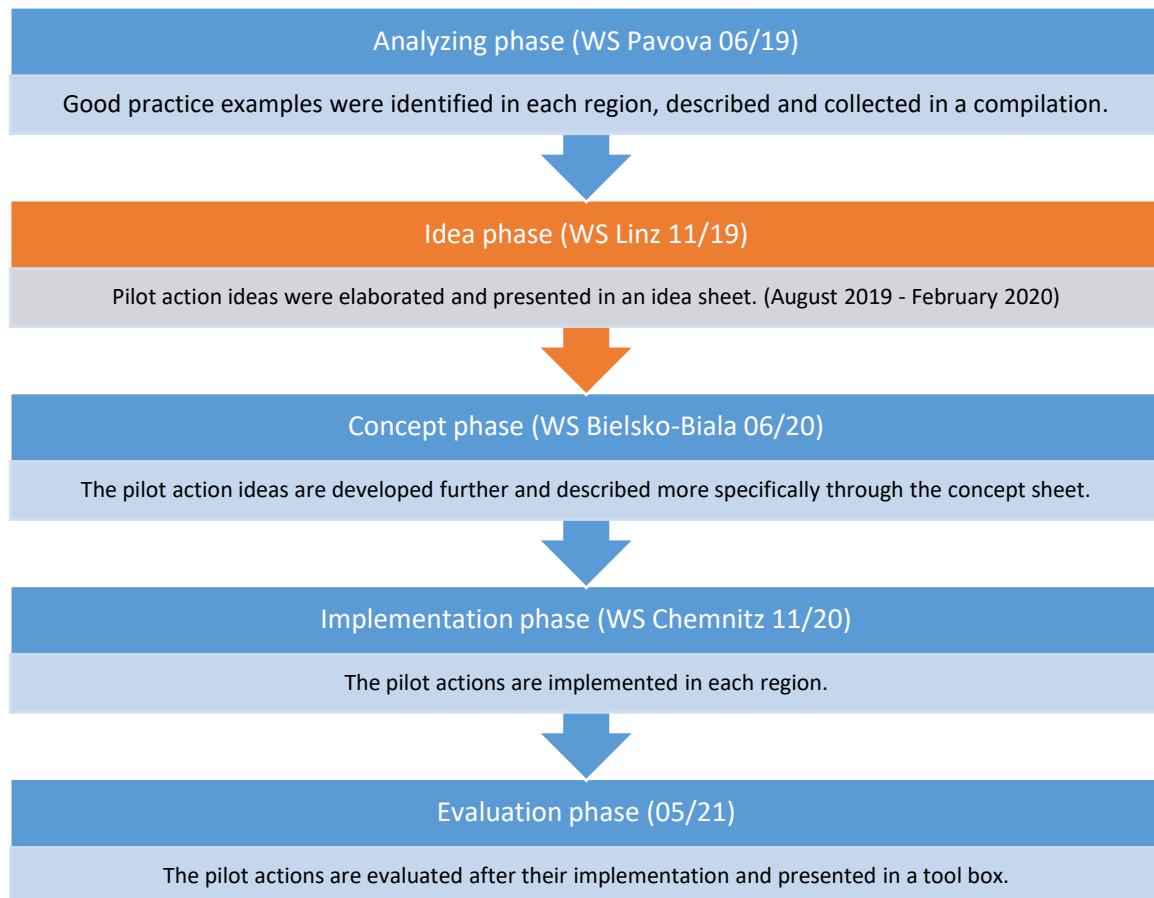
This summary report compiles all foreseen pilot actions in the status-quo of their first development step (idea phase), within the framework of the second Project's Work package.

Purpose of this summary report is to generate a well-structured overview of all planned pilot actions the partnership is going to test on the topic "Practical measures for establishing CCI in industrial regions and linking „new“+ „old“economies".

1 For more information about InduCCI project: <https://www.interreg-central.eu/Content.Node/InduCCI.html>

4. APPLIED APPROACH

The pilot idea phase is part of a greater approach which will eventually lead to implemented pilot actions:



The regional pilots are transnationally levelled up through:

- **joint collection of existing practices at the beginning:**
Each project partner described two existing measures of their region which are good examples when it comes to CCI as social change agent in a society undergoing industrial transformation process.
- **crosswise peering activities in the idea phase**
Each pilot action idea was discussed within the partner project network, also during the second partners meeting held in Linz (Austria) in November 2019, adopted and optimized for the practical set up.
- **crosswise peering activities in the concept phase**
After sharing this compilation, each pilot action concept will be discussed within the partner project network, also during the third partners meeting which will take place in Bielsko Biala, (Poland) in order to facilitate the fine-tuning of the proposed actions and their practical set up.
- **joint evaluation of their effect after implementation.**
All pilot actions will be evaluated and after they took place, crucial success factors will be determined, and critical factors identified for potential follow-up measures.

Eventually, the pilot results are worked up for a transnational audience in a toolbox.

Firstly, we created a template where each pilot action was described by the responsible project partner. The function of the template was to explain the main idea of the pilots to someone virtually without information about it.

Secondly, all the filled-out templates were proofed and combined in this summary report.

4.1. Overview of pilot action for attracting establishing and promoting of CCI and CCI clusters in industrial regions

Title	Project partner	Region/Country	Short text of pilot action
Krach+	PP1	Chemnitz - Germany	Since 2017, PP1 runs the scheme KRACH for locating CCI in Chemnitz. Based on a evaluation of lessons learned by 2019, PP1 will test in in InduCCI new approaches, especially internationalisation of the scheme using the partner network
CCI showcase	PP2	Saxony - Germany	PP2 tests a temporary public showroom concept for regional CCI products with min. 2 exhibitions. The aim is to increase the visibility of CCIs, to start practical CCI cluster activities and to vitalise an industrial city in transformation
Growth-hacking boot camp: Testing formats for upscaling CCI	PP3	Linz - Austria	PP3 develops and pilots a workshop series of 5 modules (1-2 days each) "from prototyping to market leader" to help CCI to establish and grow from solo entrepreneur to company through improving their management and entrepreneurial skills
Preparing a CCI co-working space in Microregion Sokolov-East	PP4	Czech Republic	PP4 carries through workshops with CCI and key stakeholders for defining framework conditions for a CCI co-working space in Karlovy Vary region incl. spatial/user demand analysis and further preparatory steps

CCI Help-desks: Boosting CCI with dedicated support structures	PP6 + PP7	Padova - Italy/ Kranj - Slovenia	PP6+7 test help-desk formats for providing tailored support and consultancy to CCI, including workshop offers, matching assistance with industry and promotional activities. PP6 help-desk for agglomerated area/PP7 for small/rural environment
Pull factors for CCI in Limburg	PP8	Genk - Belgium	PP8 carves out specific location offers as pull-factors for attracting metropolitan CCI to its region (e.g. lower living costs, personal networks, natural surroundings, extra support). “Hidden” assets are actively promoted to target groups

4.2. Overview of pilot actions for fostering cooperation between CCI and companies from other sectors

Title	Project partner number	Region/Country	Short text of pilot action
Living Lab:	PP1	Chemnitz - Germany	Using a Lab format, PP1 brings employees from industrial companies together with CCI entrepreneurs for working jointly on branch challenges. The intention is to increase the collaborative innovation capacity, cross-wise learning and out-of-the-box thinking
Industrial Hackathon: testing CCI capacities for tackling industrial challenges	PP3 + PP5	Linz - Austria/ Bielsko Biala - Poland	PP3+ PP5 provide a framework for result-driven workshops where industrial companies pitch CCI challenges, and CCI develop solutions. PPs3+5 apply different methodologies (e.g. product-oriented vs process-oriented,

			interdisciplinary CCI team vs solo CCI)
Workers' welfare: testing CCI for improving industrial environment	PP6	Padova - Italy	PP6 demonstrates the innovation value of CCI in at least three industrial companies through design intervention for work environment and services. The objective is to increase the welfare of employees
CCI factory: testing schemes for linking CCI with industry	PP8	Genk - Belgium	Experienced CCI train newcomers how to set up business in an industrial region and how to link-up with industry as the customer. PP8 develops a series of several mentorship workshops

5. SET 1 OF PILOT ACTIONS: ATTRACTION, ESTABLISHMENT AND PROMOTION OF CCI AND CCI CLUSTER IN INDUSTRIAL REGION

5.1. KRACH+ (CHEMNITZ, GERMANY)



Picture 1: Krach Ernesto Uhlmann

Title of action idea:	KRACH+
Project partner:	PP 1
Deliverable no.:	T2.3.1

With KRACH+ we are developing an offer with which actors of the cultural and creative industries, people interested in founding their own business or people who would like to try their hand at entrepreneurship can use vacant shops or other commercial premises as "laboratories" for their ideas.

We would like to enable usage scenarios for temporary uses between a few days or a few weeks.

With the + in the title, we would also like to contribute to the European level of the InduCCI project. We intend to use a digital tool for networking Chemnitz and European creative people (preferably with the partner regions of the InduCCI partners). This attempt should make it possible to either implement business ideas with like-minded people from Europe in the form of a cooperative residency in Chemnitz or to integrate impulses or tests of product or business ideas in Chemnitz into their projects.

We focus more on trying out existing products, concepts or ideas rather than developing new ones in the course of the project. However, if the cooperative matchmaking approach produces such new concepts, these can of course also be implemented on the pop-up areas.

We will support the experimenting participants by offering methodological support for business plan development, sales training or legal advice for those who express the wish to implement the business idea during the project.

ANALYSIS

Supportive stakeholders:	The City of Chemnitz, Chemnitz Economic Development Corporation (CWE), Kreatives Chemnitz (Creative Chemnitz Association), Kreatives Sachsen (Regional Association CCI) + Commercial and public property owners
Target group:	actors of the cultural and creative industries, people interested in founding their own business or people who would like to try their hand at entrepreneurship
Location:	Various locations, vacant shops or other commercial premises
Timeframe:	Autumn 2020 until spring 2021
Frequency:	Temporary uses between a few days or a few weeks
Preceding background:	See Good Practice KRACH as provided to PW T2
Methodological approaches:	Matchmaking too digital, workshop/support formats for business plan development (f.e)
Critical factors:	Providing vacant shops or commercial spaces requires to use the trust within the local networks of property owners, that was established during the last three years in various cooperation
Success factors:	Excellent communication will be needed to quickly promote the pop-ups within the city to enable a substantial crowd flow and thus enabling the collection of valuable customer data regarding the commercial ideas
Partner support:	We would like to cooperate closely with PP8 because the BOX concept conducted a similar action
Strategic embedding:	-----
Costs:	20.000 EUR

5.2. CCI SHOWCASE (SAXONY, GERMANY)



Picture 2

Title of action idea:	CCI Showcase
Project partner:	PP2
Ref. to deliverable no.:	T2.3.2

What is the starting point for the pilot action idea?

The starting point of the idea is to show the broad spectrum of CCI and their products and services thus connecting different CCI entrepreneurs in Chemnitz/the region of Chemnitz. Moreover, this should be a place for meeting, learning and cooperation. The showroom is open for the public.

The showroom itself - lasting for at least 4-6 weeks is the overall exhibition. Within these 4-6 weeks the showroom is going to open for fixed hours for the public.

How will it make use of CCI?

In the showroom we are going to display one piece or more from every industry of CCI thus mapping each industry. Products like sound furniture (a listening bar with regional podcasts and regional digital media), art, a library (with authors from Chemnitz/award winner/publishing houses of Chemnitz/CCI literature), games, literature and more. For an sensual experience of the products the room will be staffed with furniture by local entrepreneurs thus raising awareness for the products (e.g. seating for events or BAUHAUS furniture to display the products).

The idea is also to host one changing exhibition with art or audio-visual pieces.

The showroom could start with a vernissage and end with a finissage. In between we plan, - due to budget and time - internal cluster activities like workshops for CCI entrepreneurs (business speed-dating, connecting professionalized with not yet professionalized CCIs.) The unique cluster activities will be described more precisely in our upcoming concept.

All products that cannot be integrated in the room itself such as software, games or architecture are planned to be shown in “show-boxes” through the medium of virtual reality if there is enough space/budget. This extension of the showroom intends to go without traditional exhibits.

Events like concerts, performances complete the showroom thus representing the music/performing arts scene of Chemnitz.

Why is it needed?

The “CCI showroom” is needed to bring the different CCI industries together in a **focused** approach. Also, often creatives are not able to afford the rent for spaces/offices/shop/garage. With the showroom we support creatives offering a space for free. The showroom should also underline that CCI business models adapt better/more flexible to the structural change of industry/society than traditional business models do. Also, representing **all CCI industries** of Chemnitz not only the largest local CCI industries: design industry and software/games industry are important.

(See: https://www.industrie.sachsen.de/download/Schlaglicht_Kreativwirtschaft.pdf)

A spill-over effect is for commercial branches: to have smaller creative businesses or self-employed creatives with original products are an interesting alternative to store chains. New customer groups are opened-up.

How will it affect industrial society?

The topic of industry is actively represented at the exhibition e.g. regional furniture (e.g. combining inventory for therapist usage and furniture design - CCIs are already working with industry together) or as topic for a workshop/discussion round. People from industrial backgrounds and stakeholders from industry are invited. The topic of industry is also represented in the changing art/audio-visual exhibition (music devices produced in Saxony).

This pilot is an opportunity for traditional industry to get in contact with the entrepreneurs from CCI, their products, business models and holistic approach of work. (See also for the acknowledgement of CCI and a broader context of value creation through CCI sectors: <https://op.europa.eu/en/publication-detail/-/publication/2f315f34-2e56-11e8-b5fe-01aa75ed71a1/language-en/format-PDF/source-search>)

The activity will be announced through our partner networks “Creative Chemnitz” and “Creative Saxony”, the invited CCI entrepreneurs and through our internal press distribution (website, newsletter).

ANALYSIS

Supportive stakeholders:	<p><i>Who helps you with developing the action idea?</i></p> <ul style="list-style-type: none"> ● Regional CCI associations: Creative Saxony ● Local CCI association: Creative Chemnitz ● CCI entrepreneurs ● CCIs/artists ● KRACH community ● <u>Maker faire Chemnitz</u> ● <u>Fablab Chemnitz</u> ● Creative Erzgebirge (Kreatives Erzgebirge) ● University of Mittweida ● University of Applied Science Schneeberg
Target group:	<p><i>Whom would you like to reach with your action?</i></p> <ul style="list-style-type: none"> ● Public and inhabitants of Chemnitz/Chemnitz region ● Entrepreneurs from all CCI industries ● People working in traditional industry/R&D ● Administrative stuff ● Artists ● Press <p><i>How many do you want to reach?</i></p> <p>With this pilot action we intent to reach more than 100 people from CCI background (visitors) and at least 15 CCI businesses/entrepreneurs (from solo-entrepreneurs to small scale enterprises to larger scale enterprises) who display their products. Furthermore, we expect a wider public (>100 people) to visit the showroom</p>
Location:	<p><i>Where is the idea going to take place?</i></p> <p>We do not have a location yet. The location is planned in the center of Chemnitz</p>
Timeframe:	<p><i>When will the action idea be implemented?</i></p> <p>We do not have a fixed date yet, we focus between 4 and 6 weeks in the time between June 2020 - March 2021</p> <p><i>How long will it last?</i></p> <p>4-6 weeks</p>
Frequency:	<p><i>Is Your pilot action idea intended to create a permanent/regular one-off offer?</i></p>

	The “CCI showcase” is a temporarily offer with prospect of repetition.
Preceding background:	<p><i>Does your action idea build onto a preceding measure? Please describe.</i></p> <p>The action builds on network and consulting activities of local CCI association “Creative Chemnitz” and regional association “Creative Saxony” who supports cluster activities of local CCIs:</p> <ol style="list-style-type: none"> 1. Funding program KRACH - support programme for the creative area Chemnitz (http://www.kreatives-chemnitz.de/krach-chemnitz/) 2. Consulting and networking activities for actors of the local (CCI) economy by district management for business and creative industries (Programme "Sustainable urban development ERDF 2014 - 2020") http://www.kreatives-chemnitz.de/stadtteilmanager/ 3. Network events (“Netzwerktreffen”) for CCI by “Creative Saxony” in Saxony 4. Fablab Chemnitz by Stadtfabrikanten - encourages people to work together, supports cross-over projects and innovations. 5. Maker faire - platform for creative thinker and producers
Methodological approaches:	<p><i>What approaches are you using when developing the action idea? Please describe.</i></p> <p>We use parts of Appreciative Inquiry method and research. For the internal clustering workshop, we use business speed-dating</p>
Critical factors:	<p><i>What do you consider ad crucial factors for failure? Please describe.</i></p> <ul style="list-style-type: none"> ● Bureaucracy (rent, insurances) ● Short lease possible? ● Room easily accessible for everyone ● Location → is it central enough? ● Communication: Explaining products and services transparent enough, so that audience with no CCI background understands CCI products/services and feel invited to come ● Has to be possible for audience to try out products and services ● Enough budget/time/synergies to cover opening hours

Success factors:	<p><i>What do you consider ad crucial factors for the success?</i></p> <p><i>Please describe.</i></p> <ul style="list-style-type: none"> ● Large scope of CCI entrepreneurs/CCIs/artists located in Chemnitz ● InduCCI budget ● Good network: Regional CCI association for networking, cooperation ● Vacant room situation in Chemnitz for temporary use ● Share temporarily space for e.g., CCI consulting activities
Partner support:	<p><i>In which way could other partners help you? Please describe.</i></p> <ul style="list-style-type: none"> ● Exchange on experiences of existing CCI showrooms/pop-up rooms in partner regions ● Contacts to CCIs/people from partner regions who started a local CCI pop-up room (“Mietfach” Leipzig, renting shelves/boxes)
Strategic embedding:	<p><i>Does your pilot idea reflect strategic ambitions and if so: which?</i></p> <p>This pilot action is part of “Kulturstrategie bis 2030” in the city of Chemnitz (cultural strategy from 2018-2030) that has been adopted by municipal councillor of Chemnitz on 30th of January 2019. The strategy embraces six thematic parts. ‘Industrial culture’ and ‘CCI as a driving force’ are two important parts of the strategy. http://www.chemnitz2025.de/prozess-2/kulturstrategie-bis-2030</p>
Costs:	<p><i>What is the overall budget for the action idea?</i></p> <p>The overall budget for “CCI showcase” is 15.300 € (1.800 € for external support of concept, 13.500 € in two periods for external support for implementation of “CCI showcase”).</p> <p><i>Apart from InduCCI budget, do you intend to use also other funds for implementing the action idea?</i></p> <p>Yes, for this measure we are planning to apply for other funds.</p>
Other:	<p>An overview over some of the branches of CCI in and around Chemnitz you find here: http://www.kreatives-chemnitz.de</p> <p>Links: Public interaction during the CCI showcase - der Kunst automat:</p> <p>https://www.facebook.com/Kunstautomat/posts/892303300858300/</p>

5.3. GROWTH-HACKING BOOT CAMP (LINZ, AUSTRIA)



Picture 3: Workshop scene credit Karin Hackl

Title of action idea:	Growth-hacking boot camp: testing formats for upscaling CCI
Project partner:	PP3 CREARE
Ref. to deliverable no.:	T2.3.3

PP3 develops and pilots a workshop series of 5 modules (1-2 days each) “from prototyping to market leader” to help CCI to establish and grow from solo entrepreneur to company through improving their management and entrepreneurial skills.

The growth-hacking boot camp will be a workshop series of five workshop modules. Each module focuses on a different core knowledge and the overall goal of the workshop series is to enable creatives to become successful entrepreneurs.

The overall hard facts of the workshop series are so far:

- Participation is free of charge P
- Participants should attend all 5 modules
- The duration of each module varies between 1-2 days
- One of the modules will be a business journey

- Participants should have founded within the last 5 years or they want to focus on a new business branch
- The size of the workshop group should be between 8 - 12 participants
- Starting point of the workshop series should be in March 2020
- After each module there will be a small home exercise to be done till the next workshop

Right now, we're conceptualizing the boot camp and set up the core of each module and whole setting. Further, we're going to pitch our ideas to potential workshop leaders and participant, so that we really offer content that is relevant and needed.

The five modules will focus on core entrepreneurial skills and in the first draft is as follows:

MODULE 1 // Kick-off: My Idea, My Brand & My Network (2 days)

Get to know & commit

each participant presents himself & his business & his needs

- Definition of milestones per participant ⇒ Commitment
- have personal goals written down
- Write down your vision + strategy
- Appreciation & value creation
- Formulation of objectives ⇒ f.e. Internationalisation
- what do I do? what is my offer?

What are the most important networks in the industry, how do they work and how do you get access? Where are you now and where do you want to go? Together with experts they develop a roadmap and set milestones for their future positioning.

- business model development
- Customer Discovery, Positioning, Holistic Entrepreneurship
- Where do you want to develop?
- Develop / sharpen your business model
- Who are my customers? Target group analysis
- How do you realize the vision?
- Who are the networks?
- Which events are relevant for me?
- How do you reach people?
- Which measures will help you?

MODULE 2 // Practice & Success Stories (1-2 days)

The participants will visit three different companies and get deep insights in their organization, their success stories and how they're doing the right stuff.

- Recap about Journeys + reflect
- How can I use what I have learned for my business?

- Processing & use of insights & learnings
- What does that mean for my business? (see visited Businesses)

MODULE 3 // STORY FINDING & TELLING (2 days)

- All about communication for the participants
- Develop messages for my channels
- Analysis of the current situation of the existing communication channels (personal conversation, social media, website, event, ...)
- Do I services & offers + product design fit the target group?
- How do I generate additional orders?
- Who is my primary target group?
- What is the message of the respective target group?
- Pitching
- Corporate branding + personal branding
- What are my targeted / new channels? (website, social media, ...)
- Development of content plan + content strategy
- Development of a boiler plate / cheat sheet
- general short text Company DE & EN
- Texts for various social media platforms

MODULE 4 // SOFT SKILLS & ORGANISATIONAL DEVELOPMENT

(Welcome to the) C-Level: Focus on Leadership

Get fit in leadership.

Learn from managers in practice, make strategic decisions, to meet quickly and correctly, to lead teams and to manage conflicts.

- Team Leadership
- Organizational Skills
- Time management
- Project management
- Facilitation
- Verbal communication training ⇒ Negotiating
- Conflict management in a team / with customers
- Distribution of roles + sharpening of tasks
- cooperation management
- role plays

MODULE 5 // PUSH IT

- Recap + Summary
- Next steps for your businesses
- Business development & expansion
- Sales & Acquisition
- Internationalisation
- Presentations of the further development (see module 1 vision ⇒ results), visualize
- Closing event

ANALYSIS

Supportive stakeholders:	<p><i>Who helps you with developing the action idea?</i></p> <ul style="list-style-type: none"> • Colleagues and Creative Region Team • Strategic partners • Former workshop leaders / participants • HR responsible people
Target group:	<p><i>Whom would you like to reach with your action? How many do you want to reach?</i></p> <ul style="list-style-type: none"> • young entrepreneurs who have already founded a company but still need support & knowledge to grow <p>or / and</p> <ul style="list-style-type: none"> • Entrepreneurs who expand your business with a new line of business (e.g. photographer ⇒ expanded with videos). <p>The workshop size should be between 8 - 12 participants</p>
Location:	<p><i>Where is the idea going to take place?</i></p> <p>Most of the modules should take place in Linz (Upper Austria), but we also want to have a business journey to interesting companies - those may be in Vienna or another federal state</p>
Timeframe:	<p><i>When will the action idea be implemented? How long will it last?</i></p> <p>Summer 2019 - concept phase</p> <p>Autumn 2019 - detail planning phase</p> <p>Spring 2020 - starting with the first workshop module</p> <p>The workshop series should take place during the whole year of 2020. Between the modules (1-2 days) should be between 4 -8 weeks</p>
Frequency:	<p><i>Is Your pilot action idea intended to create a permanent/regular one-off offer?</i></p> <p>If the boot camp (= workshop series) is successful and there is demand after an entrepreneurial workshop series, we want to make it a permanent format</p>
Preceding background:	<p><i>Does your action idea build onto a preceding measure? Please describe.</i></p>

	No, there is no preceding measure where the boot camp is built onto
Methodological approaches:	<p><i>What approaches are you using when developing the action idea? Please describe.</i></p> <p><i>For example, you could use Business Model Canvas (see attached PDF), Design Thinking, Appreciative Inquiry, ...</i></p> <p>We had 2 meeting within our organization where we set up the rough concept of the boot camp.</p> <p>In the next stage we're going to pitch the modules to relevant and potential workshop trainers, and they should feedback our ideas and the potential content of each module</p>
Critical factors:	<p><i>What do you consider ad crucial factors for failure? Please describe.</i></p> <ul style="list-style-type: none"> ● Irrelevant content ● Lack of communication of the workshops ● Timing of the workshop in unattractive month (f.e. July, August, December) ● Unqualified workshop leaders ● No value for the participants ● Partners & experts for the set-up of the modules
Success factors:	<p><i>What do you consider ad crucial factors for the success? Please describe.</i></p> <ul style="list-style-type: none"> ● Relevant content ● Reach the target group ● Experienced workshop leaders ● Attractive pricing ● Time frame of the modules ● Value for the participants
Partner support:	<p><i>In which way could other partners help you? Please describe.</i></p> <ul style="list-style-type: none"> ● Expertise for the set-up ● Experience with the content of each module ● Reaching the right target group ● Finding qualified workshop leaders ● Define relevant workshop content
Strategic embedding:	<p><i>Does your pilot idea reflect strategic ambitions and if so: which?</i></p> <p>No, not so far</p>
Costs:	<i>What is the overall budget for the action idea?</i>

	<p><i>Apart from InduCCI budget, do you intend to use also other funds for implementing the action idea?</i></p> <p>For this pilot action we have EUR 23.400, - and for now we're not thinking of any further cooperation of fundings</p>
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5.4. PREPARING CCI CO-WORKING SPACE (CZEC REPUBLIC)



Picture 4: © ProTebe Live - Illustration photo of design work

Title of action idea:	Preparing a CCI co-working space in Microregion Sokolov-East
Project partner:	PP4
Ref. to deliverable no.:	T2.3.4

With this pilot activity we would like to prepare a CCI co-working centre in Karlovy Vary Region. Within the pilot activity, we will carry through minimum two workshops with key CCI stakeholders about defining of framework conditions for preparation of CCI co-working space and creation of spatial/user demand analysis. Potentially, the co-working centre could be based in Grange Bernard. Grange Bernard is owned by town Královské Poříčí and there are appropriate spaces available. The centre could be focused on Arts and Crafts CCI: In Grange Bernard, there exists already a small community of craftsmen and designers. They have experience with fairs, events and workshops. But they are not connected with different fields and sectors (no interdisciplinary cooperation) nor interacting in the sense of co-working yet.

The starting point for the pilot activity was the regional interest for activities which are connected with CCI. PP4 discussed proposal for CCI co-working space in Focus Group on 7th of November 2019 (within project InduCCI). Participants of Focus Group were interested in creating of a CCI platform for regional stakeholder. The platform could aim to create Regional CCI Cluster. This idea for creating of CCI Cluster could fall back if Karlovy Vary Region is not able to financially support this cluster. The company of designers called

ProTebe Live tried to create a space for CCI in Karlovy Vary in the last two years. They were not successful but they started up the regional thinking about CCI and its use for regional development. Microregion Sokolov-east could be inspired by CCI space called DEPO2015 (creative incubator) in the neighbouring Plzeň Region.

Karlovy Vary Region has to solve the situation and challenges connected with future termination of mining activities. CCI could be one of solutions which can lead to creation of new job opportunities, increasing of creativity and supporting of young generation (within the school attendance or after finishing of the school).

Co-working centre will be the space where creatives (craftsmen) cooperate together with other subjects as designers, artists, architects, historians, technical fields etc. (interdisciplinary cooperation). CCI will strengthen the increase in the value of normal products. The idea to build Regional Co-working Centre of Art Craft is long-standing. The realization of the centre had the lack of finance resources for education of CCI experts and the lack of creative-minded people. Forthcoming restructuring of the region creates the space and opportunity to build CCI space and support of education.

CCI space could support the improvement of regional image, common working of artists and expert in technic field, organization of common events for industrial society, create possibilities to start thinking in different ways, start increase in tourism, support of art and region as a whole.

Karlovy Vary Region began mapping of regional CCI in project of Ministry of Culture called "Creation of System for Development of CCI". It is necessary to develop collaboration of CCI stakeholders and endeavour to reach smart solutions (CCI co-working space). CCI activities have to be created in the whole region bottom up but they have to be supported by regional authorities and umbrella organizations.

ANALYSIS

<p>Supportive stakeholders:</p>	<p><i>Who helps you with developing the action idea?</i></p> <ul style="list-style-type: none"> ● ProTebe live (company of designers), ● Science-technological park in Karlovy Vary, ● Karlovy Vary Region, ● Business Development Agency of Karlovy Vary Region (KARP), ● Czech Invest, ● API - Agency for business and innovation, ● High schools (universities), ● Elementary schools, ● Chamber of Commerce of Karlovy Vary Region, ● Towns - for example Královské Poříčí, Chodov, Loket, Sokolov, ● Other CCI stakeholders - craftsmen, historians, architects, artists, designers etc.
<p>Target group:</p>	<p><i>Whom would you like to reach with your action?</i></p> <ul style="list-style-type: none"> ● Creative people (CCI stakeholders),

	<ul style="list-style-type: none"> ● Industrial companies, ● Businessmen, ● Elementary schools, ● High schools, ● Universities in neighbouring regions. <p><i>How many do you want to reach?</i></p> <p>We plan to organize at least two workshops with at least 30 participants in total for these two workshops</p>
Location:	<p><i>Where is the idea going to take place?</i></p> <p>possibly Grange Bernard</p>
Timeframe:	<p><i>When will the action idea be implemented? How long will it last?</i></p> <p>2019 - 2021 - pilot activity for defining of framework conditions for preparation of CCI space (series of workshops)</p> <p>2021- 2022 - preparation of Co-working Centre (searching of financial resources, capacities and preparation of the centre)</p> <p>2022 - x - realization of Regional Co-working Centre with the support of umbrella institutions</p>
Frequency:	<p>preparation of the centre within InduCCI workshops will be one-off, future CCI space will be permanent</p>
Preceding background:	<p><i>Does your action idea build onto a preceding measure? Please describe.</i></p> <p>The first intentions connected with creative industry were realized as the part of the project InduCult2.0. This project was the starting point for the search of potential of CCI in Karlovy Vary Region. Interdisciplinary cooperation was detected as a very important component of regional development.</p>
Methodological approaches:	<p>Appreciative Inquiry, Project management</p>
Critical factors:	<p><i>What do you consider ad crucial factors for failure? Please describe.</i></p> <ul style="list-style-type: none"> ● Lack of money especially for education of creatives and sustainability of the future Regional Centre of Art Craft, ● Lack of creative people (brain drain), ● Lack of interest among regional umbrella institutions such as Karlovy Vary Region

Success factors:	<p><i>What do you consider ad crucial factors for the success? Please describe.</i></p> <ul style="list-style-type: none"> • Creation of multifunctional place for creative businessmen - interdisciplinary cooperation, • Mobilizing of human resources and stakeholders, • Creation of the platform or cluster for wide cooperation in CCI
Partner support:	<p><i>In which way could other partners help you? Please describe.</i></p> <ul style="list-style-type: none"> • PP4 could derive from partners examples of good practice around: promotion, how to attract people to the project, how to educate people etc. • PP4 could act as a guarantor for international cooperation within partner organizations. We can organize common CCI fairs, workshops or events.
Strategic embedding:	<p><i>Does your pilot idea reflect strategic ambitions and if so: which?</i></p> <p>Strategic documents on the state level:</p> <ul style="list-style-type: none"> • National Development Plan of Czech Republic between 2014-2020 - support of investment and services in CCI • The Strategy for economic development of Czech Republic between 2014-2020 - support of regions for using of CCI • State Research and Innovative Strategy of Czech Republic between 2015 - 2020 - smart specialization and using of CCI <p>Strategic documents on the regional level:</p> <ul style="list-style-type: none"> • Mapping document called “System for development and support of CCI” • Regional innovation strategy of Karlovy Vary Region - support of cooperation between CCI and industrial companies
Costs:	<p><i>What is the overall budget for the action idea?</i></p> <p>Budget within InduCCI for preparation of CCI space - 23 400 EUR Beyond InduCCI</p>
Sustainability:	<p><i>What are the conditions of long-term sustainability?</i></p> <ul style="list-style-type: none"> • Connection of Regional Centre of Art Craft with regional budgets (Karlovy Vary Region, school system or different systematic steps for financing of running costs), • Enough human resources (CCI stakeholders), • Interest of craftsmen for cooperation across different fields, • Umbrella institution as leader for Regional Centre of Art Craft
Other:	---

English summary:

PP4 plan to organize at least two workshops with regional CCI stakeholders around defining of framework conditions for preparation of CCI space in Karlovy Vary Region. PP4 needs to be supported by regional stakeholders and regional authorities. The CCI co-working space will be created beyond project InduCCI.

5.5. CCI HELP DESKS (PADOVA, ITALY - KRANJ, SLOVENIA)

Both Padova Chamber of Commerce and BSC Kranj will test help-desk formats for providing tailored support and consultancy to CCI, including workshop offers, matching support with industry and promotional activities. PP6 will test a network structured help-desk for agglomerated area / PP7 for small town/rural environment.

- Italy



Picture 5

Title of action idea:	“CCI Help-desks”: Boosting CCI with dedicated support structures
Project partner:	PP6
Ref. to deliverable no.:	T2.3.5

The starting point for the pilot action idea is the boosting of a creative ecosystem which is an environment of excellence based on creative assets that generates socio-economic growth and development, and comprises three interlinked components: economy (creative industries), place (creative spaces) and people (creative talent). It is thought that such interaction depends largely on the specific governance systems and institutional arrangements, and that of their position in the spatial system and urban hierarchies, and their level of access to information and communication technologies. Creative places can attract talented, creative people as they appreciate open, tolerant and vibrant atmosphere. However, to achieve this the provision of support structures for collaboration and nurturing creativity and entrepreneurship is essential.

The pilot action is needed because of a “creative policy gap” due to the lack of shared values and goals resulting also in different working methods, way of thinking and languages between policy makers, business firms and CCI. Boosting CCI with dedicated support structures at the cross-section of urban development and the creative industries is important and needs to be strengthened. The role of “CCI Help-desks” in the establishment of creative industries needs to be elaborated and specific action defined. The Chamber of commerce,

seen as a multiplier with a deep knowledge about local needs, has a role in the above innovation cycle as facilitator or broker. It can mediate new relationships and initiate new connections between different competences, fields and sectors.

Nevertheless, to involve CCI it's important to create a Help Desk easy to reach for them, able to create connections with the different clusters of the region. The pilot action will involve CCI as beneficiaries of a set of services that are meant to strengthen their entrepreneurial spirit. Since there are many institutions dealing with CCI and start uppers, the proposed approach aims at capitalizing on the different skills, enhancing the mutual knowledge and cooperation among the institutions and associations which can help a creative to start and develop a CCI.

Padova Chamber of Commerce will create therefore a network of local InduCCI helpdesks, involving other Chambers of Commerce and regional Business Associations as well as relevant CCI.

The organisations, which will be selected by the Chamber with a specific call, will benefit of the possibility to take part in the common training foreseen by WP T1 and will deliver the service according an agreed protocol. The Chamber will give them also the possibility to use the InduCCI logo to promote the helpdesk.

The "Help Desks" aim to stimulate a user-centered based approach in entrepreneurial planning and to equip CCI through the combination of administrative advice and tutoring, tools and skills necessary to develop and build, around their project, according to their specific characteristics and needs, in the pre-incubation, acceleration and crowd-funding phases. The Help Desks targets young creative who have developed an idea of business or product / service in the creative and cultural industries sector, but also to those who put their skills and competences in the field, have the desire to take part, collaborating with others, in the development of a business project.

We foresee the engagement of experienced CCI (mentors) to support the start uppers in the establishment of the company/business.

The pilot action will affect industrial society by strengthening the "Creative spill-over" effect. Creative spill-overs might be defined as benefits arising from the activities of CCIs, including artists and creative professionals, which determine positive effects on other sectors of the economy or society. Those positive externalities result from processes through which culture-based creativity spreads out from the CCIs, across economic sectors and industries, thus contributing to innovation in the wider economy. Creative spill-overs can result from unplanned interactions between economic agents but they can also be approached in a more strategic way with a view to tapping into the potential of culture-based creativity for socio-economic development.

ANALYSIS

Supportive stakeholders:	The pilot action requires the partnership of established CCIs that could be involved as mentors and illustration of good entrepreneurial practices. Other supportive stakeholders could be small and medium business that could contribute with their managerial expertise by transferring them to CCIs
Target group:	The pilot action would like to offer a service to CCIs in their start-up phase and young creative and cultural professionals who are

	considering the idea of converting their activity in a market oriented configuration. We foresee to reach at least 50 users in the InduCCI pilot phase
Location:	The idea is going to be implemented in several cities of Veneto Region: Padova Chamber of Commerce will publish a call to select the best partners, whom will be involved in the help desk network. The Help Desk will not be organized only in the traditional administrative form, since the partner organizations will be asked to organize and co-finance workshops and seminars, in partnership with cultural institutions, creative incubators and innovation hubs. Also mentoring service may be added to the portfolio of the Help Desk that would be delivered on demand on the premises of the beneficiaries. It will therefore become a “network help desk” capitalizing on the experience of the PID, tested by the Chamber with the network “Padova innovation hub” in 2019, involving CCI and Business Associations at regional level
Timeframe:	The action idea be implemented in late spring 2020 and last at least until spring 2021
Frequency:	The pilot action idea is intended to create a regular opportunity for emerging CCIs to get acquainted with the opportunities of a business and market orientation. Its continuation with own funds will be evaluated depending on the pilot test results
Preceding background:	The pilot action builds on the recent policies of the Veneto regional government in the field of CCI. Two distinct actions have been launched in 2017 and 2018 that led to the funding of the start-up of several new CCIs and the consolidation of those that were already active. The pilot action will look at these recent experiences to identify CCI that can be involved as mentors within the service portfolio of the Help Desk
Methodological approaches:	The approach used when developing the action idea will be the one of “Reflective Practice”. Reflection is particularly important for perplexing experiences, working under conditions of high uncertainty, and problem-solving like the one we find in the cultural and creative environment. Reflective practice argues that entrepreneurs learn by listening, watching, doing, and by being coached in their doing. Given the nature of entrepreneurship as a continuous cycle of action, learning, testing, and experimenting, developing CCIs as reflective entrepreneurs requires reflection-on-practice and reflection-in-practice as part of a pedagogy portfolio
Critical factors:	A crucial factor for failure is likely to be the reproduction of the standard model of the Help Desk that merely provides administrative information, particularly on how to obtain financial resources. This is indeed an important function but it

	<p>should not constitute the distinctive element of the pilot action that should instead be directed to the provision of services for the improvement of competencies and skills.</p> <p>Another critical factor will be the willingness of regional organizations to partner in the creation of the network</p>
Success factors:	<p>A crucial factor for the success will be the engagement of the organizations to support the start uppers, and the engagement of more established CCI as mentors of cultural and creative professionals wishing to embark in an entrepreneurial venture. They could indeed provide first-hand, practical advice on how to implement business ideas and develop relationship with customers, stakeholders and institutional actors.</p>
Partner support:	<p>Other partners could help this pilot action by proving examples of policies and initiatives oriented to the entrepreneurial development of CCI</p>
Strategic embedding:	<p>The pilot idea reflects the strategic ambitions of embracing a broad concept of regional innovation that goes beyond investment in research or the manufacturing sector to include also design and the broader creative industries. In practice this means that regional and local authorities can now focus on delivering place and partnership-based initiatives that capitalise on the unique cultural and creative assets of a locality</p>
Costs:	<p>€ 12.000</p>

- Slovenia



Picture 6

Title of action idea:	Help-desks for CCI
Project partner:	PP7
Ref. to deliverable no.:	T2.3.5

BSC Kranj is the regional entity that works as business support centre and has been actively participated in development of two creative centres, Kovačnica Kranj and Kreativni centre Kreativnice in Škofja Loka - the two local collaborative environments for CCI.

Kovačnica Kranj represents a good practice of linking institutional action (e.g. allocating resources and funding support) with identifying the needs of local communities (e.g. need for collaborative processes amongst stakeholders, building of supportive networks, popularization of cultural and creative industries, etc.). Kovačnica embodies a co-working space that promotes the creativity and innovation of young people in order to create promising ideas and talents. The goal of the Kovačnica is to popularise and motivate creativity and entrepreneurship, attracting creative individuals of different disciplines, selecting perspective ideas and talents, developing business opportunities, fostering innovations in new and existing SMEs and providing a collaborative workspace for the listed activities. The main objective of Kovačnica is to improve the conditions for job creation and reduce youth unemployment by promoting self-employment as well as actively integrating young people with the creative economy.

Creative center Kreativnice, located in the city of Škofja Loka, pushes towards the creation of a homogenous community that deals with the textile industrial tradition through the

spectrum of contemporary creativity. Kreativnice is an exhibition and a creative space that represents a rich heritage of the textile industry in Škofja Loka, Slovenia, and it works primarily on promoting creativity and cooperation of creative stakeholders and industry. At the same time, it is intertwined with the identity of the local community, which is strongly connected with creativity and industry. Within its creative and exhibition space, the team behind Kreativnice co-create a successful dynamic and inspiring working environment and a space for the innovative development of new textile products by domestic creators. Kreativnice have been created within the framework of the InduCult 2.0 project implemented by before mentioned BSC Kranj in the international partnership.

As mentioned above, BSC Kranj already offers services of business support for CCI entrepreneurs/start-ups within Kovačnica co-working place in Kranj. Additionally, we would like to spread the tailored support and consultancy for CCI, including workshop offers, matching support with industry and promotional activities also in the rural environment. Therefore, our pilot idea is to test the “satellite” unit as help-desk in Kreativnice in Škofja Loka. We will select experts on the field of business, like marketing, developing business opportunities/products, business planning, communication, networking, preparation of innovative ideas, finances ... Members of external expert group will have fixed days when they offer their services to the CCI in Kreativnice. Creative centre is limited to the one space, which is more or less exhibition place where we sometimes organize educational workshops and presentation of several textile technics to visitors. We need to arrange one more room behind, which will work as help-desk for CCI. It will be working for different purposes:

- Attracts creative individuals/entrepreneurs of various disciplines and builds supportive networks
- Popularising and promoting creativity and entrepreneurship
- Promoting collaborative processes in order to optimise the creation and development of business opportunities
- Improving various conditions and processes for innovative products and services
- Combining various creative practices through interdisciplinary research
- Enabling supportive actions with external help and focusing on sustainability
- Exploring new ways for cross-collaboration and co-creation of outputs with stakeholders
- To encourage creativity and mutual participation of creative stakeholders and industry.

Kreativnice creative centre was establish with a vision of development into a multifunctional space, which will also have a wider economic, cultural and social role, therefore we hope additional service will be one step closer to reach that goal.

ANALYSIS

Supportive stakeholders:	<i>Who helps you with developing the action idea?</i> Development agency Sora - the manager of creative centre Kreativnice; Municipality of Škofja Loka; 6 creatives that works together in Kreativnice (graphic designer, architect...)
Target group:	<i>Whom would you like to reach with your action? How many do you want to reach?</i>

	<p>CCI entrepreneurs, start-ups, individuals who works in CCI branch or they have interest to work in the branch. The ones who want to establish their business, develop the product or service or network with others.</p> <p>Industrial companies - matching support with industry (to connect creatives with industries).</p> <p>We want to reach creatives who work in Kreativnice and also others on the rural area of Škofja Loka (Poljanska and Selška Valley, as well). The goal is to reach different sectors on a wider area. Besides that, we hope to match a couple of CCI's with potential industries</p>
Location:	<p><i>Where is the idea going to take place?</i></p> <p>The idea will be realized in creative centre - Kreativnice in Škofja Loka</p>
Timeframe:	<p><i>When will the action idea be implemented? How long will it last?</i></p> <p>First half of the year 2020 will be reserved for the concept development and organizational model. At the same time, we will work with different creatives to get topics where they need help and consultancy. In the second half of 2020 we will arrange one more room, space for activating the service of help desk. Additionally, we will implement testing by providing workshops, consultancy for CCI's. The idea of the CCI help-desk and this pilot action is to ensure sustainability of this place and make it more vivid</p>
Frequency:	<p><i>Is Your pilot action idea intended to create a permanent/regular one-off offer?</i></p> <p>The idea of help desk for CCI should be sustainable oriented. We will test the services of help-desk (workshop programmes, connections with industrial companies and promotion). After the project duration, It is plan that BSC Kranj will take care of the help-desk for CCI within Kovačnica coworking place and will provide services together with Development agency Sora from time to time in Škofja Loka, as well. Testing and evaluation of pilot project is crucial for us to give as guidelines how to organize the services of CCI help-desk for a longer period</p>
Preceding background:	<p><i>Does your action idea build onto a preceding measure? Please describe.</i></p> <p>Established creative centre with exhibition space - Kreativnice in Škofja Loka was as pilot investment of InduCult2.0 EU project. It works on principle "past for the future". With innovative presentation of industrial and textile heritage in our region, we</p>

	<p>created a showroom and co-working space - a context for contemporary creativity of today's textile designers and their connection with existing industry. After almost 2 years of opened place, there is still lack of the space to offer different workshops, and consultancy for CCI. We would like to upgrade this creative hub and keep the place vivid and economically sustainable</p>
Methodological approaches:	<p><i>What approaches are you using when developing the action idea? Please describe.</i></p> <p><i>For example, you could use Business Model Canvas (see attached PDF), Design Thinking, Appreciative Inquiry, ...</i></p> <p>The action idea is in the process of developing the content, which will bring sustainable support for CCI. We are using bottom-up approach with design thinking. First, the idea came from creatives and the real needs and problems that were recognised within the first years of creative hub work. Help-desk is a kind of solution for their needs with engaging external experts on the fields they lack of knowledge and skills</p>
Critical factors:	<p><i>What do you consider ad crucial factors for failure? Please describe.</i></p> <p>The most important in the process of developing the content of programmes will be cooperation and interest of different involved partners and target groups. Moreover, we have to connect available experts and activities we do in Kovačnica co-working centre in Kranj with a new "satellite" place in Škofja Loka. One of the critical factors is also the management and organizational structure of Kreativnice. We would like to ensure more creativity also in marketing of the "help-desk" space in Škofja Loka</p>
Success factors:	<p><i>What do you consider ad crucial factors for the success? Please describe.</i></p> <p>Established creative centre, which will work also as "CCI help-desk" is an example of developing the content step by step, upgrading it together with the main stakeholders. On that way, we take care of the continuity</p>
Partner support:	<p><i>In which way could other partners help you? Please describe.</i></p> <p>Other PP could help us with peering; to see other similar practices/places and the way they proceed, especially with the details about the organizational structure and cooperation of different stakeholders. We would also like to get in touch with their partners and networks that other PP have. It is always possible that we involve or invite PP6 in the development of our creative process</p>

Strategic embedding:	<p><i>Does your pilot idea reflect strategic ambitions and if so: which?</i></p> <p>The pilot idea is in the line with Strategy of development for municipality of Škofja Loka. There is a certain emphasis on revitalisation of the lower part of the city centre where creative center is located into the area of craft shops and creativity. The same way masters were establishing guilds in the past, creatives and artisans are connected in the creative communities today. Creative center with exhibition space is an answer to it. The co-working center is understood as a space for co-working, co-creation and development with social responsibility</p>
Costs:	<p><i>What is the overall budget for the action idea?</i></p> <p><i>Apart from InduCCI budget, do you intend to use also other funds for implementing the action idea?</i></p> <p>Municipality of Škofja Loka will support the action idea with providing additional space in the back of today's creative centre and its preparation. We hope that they will also participate for some of the content in the future.</p> <p>There are some projects, which have similar topics like InduCCI, and we have to combine the content and finances together. We will do that in the conceptual phase of pilot project</p>
Other:	<p><i>Minor investment - purchase of thematic equipment is predicted within pilot action:</i></p> <p>For quality work of help-desk for CCI, promotion and presentation of CCI work we need some pieces of inventory and ICT equipment (e.g. shelves, tables, touch screens, computers...) - it depends on conceptual provisions</p>

5.6. PULL FACTORS FOR CCI (GENK, BELGIUM)



Picture 7: ©Het Xpand

Title of action idea:	Pull factors for CCI in Limburg
Project partner:	PP8
Ref. to deliverable no.:	T2.3.6

The province of Limburg is generally not perceived as an attractive and thriving place for metropolitan CCIs. Yet it has a number of assets which are not found in the metropolitan contexts, and which together combine into a competitive advantage for the region, at least if they would be cashed upon. Today these assets are not sufficiently activated nor promoted.

Experienced in working with both non- and metropolitan CCI in The Box Vlaanderen, a chain of plug-and-play spaces, we already have good insights on hinterland assets. As there are in Limburg:

- 1) Lower rent for creative spaces.
- 2) Living and working environment situated in attractive natural surroundings of the province of Limburg.
- 3) An 'undiscovered/unreached' client niche of hinterland customers (both companies and inhabitants), combined with a closer link to industry compared to metropolises. This niche can be claimed leading to less competition from other CCIs.

4) Policy makers who are very much willing to create a favourable environment for CCIs. There is a positive policy vibe in Limburg (as confirmed during focus group), with especially local councils interested in promoting and developing pull factors for attracting CCI.

5) A rather high and challenging vacancy rate. This challenge can be turned into an opportunity for CCI. Especially metropolitan CCIs are looking for cheaper spaces which they can adapt according to their needs. In the bigger cities there is a lower vacancy rate and stronger regulations on building renovation.

6) Support offers for experienced CCI and starters: on developing entrepreneurial competences, finances and legal aspects. We frequently organize 'extra-curricular' inspiration meetings/events (e.g. marketing and communication, testimonials of experienced CCIs, design trademark...). The events are relevant for a vast community of CCI, both non- and metropolitan. One of the additional results of the support is a strong personal network of coaches and colleague CCIs.

This pilot action aims at revealing these (and possible other) assets, and actively promoting them as pull factors for metropolitan CCIs.

In order to reach those goals, we will:

- *Map, describe and prioritize* Limburg pull factors, with input and feedback from metropolitan CCIs. In this phase metropolitan pull factors will also be collected, as well as their potential for reinforcing the Limburg assets.
- *Reinforce and further shape* (newly discovered) pull factors in hinterland municipalities (e.g. Heusden-zolder) to the needs of metropolitan CCI, with the support of local policy makers and administration. It is in this phase that minor investments will be done (e.g. investing in a mobile/portable system allowing CCIs to adapt the vacant spaces according to their needs - as such further reinforcing pull factor n° 4 as described above).
- *Attract* metropolitan CCI to discover and in a second phase promote hinterland regions as attractive places for cultural and creative entrepreneurship. End result would be that the metropolitan CCI are convinced of the region's potential for testing and/or setting up their business (on the short- or long term). It is not about convincing them in every case to work or live here permanently, but rather on attracting them to develop signature projects in Limburg, while making use of the benefits of the location and the cooperation with local CCIs.

The Box chain (The Box Vlaanderen) will be used as an ecosystem for promoting these hinterland assets and for activating the vast community of metropolitan CCI's we already reach (e.g. Bruges, Ghent). In the sideline of community evenings and inspirational lectures that are already planned in the cities, we showcase and promote the Limburg pull factors to this target group.

Other promotion options and channels will also be explored and implemented. Current ideas on this are:

- presenting the Limburg pull factors as a package at CCI fairs,
- testing the package of pull factors in the municipality of Heusden-Zolder (laboratory zone),

- asking local and former metropolitan CCI who chose to settle (again) in Limburg to become ambassadors by using their testimonials for promoting the pull factors,
- make use of provincial communication channels to promote the pull factors in Flanders with us (e.g. POM Limburg - Provincial Development Company).

The CCI community will be used as an important soundboard, allowing us to carve out and develop relevant location offers (bottom-up and participative approach). Some CCI will be involved in the development phase. The community will also be a promotion caravan, spreading the word across the metropolises.

ANALYSIS

Supportive stakeholders:	<p>CCIs: mapping their needs and defining what could be major pull factors for them helps us prioritizing what assets we should reinforce and develop in order to attract them to the province of Limburg.</p> <p>Municipalities and administration: providing us with possible locations where the pull factors can be developed. In return they can further shape their policies on CCI based on the insights of what a metropolitan CCI needs and how they should be accordingly welcomed</p>
Target group:	Metropolitan CCI's who have to become more aware of the Limburg pull factors, and who will be asked to promote them to their colleagues
Location:	<p>On the metropolitan level:</p> <p>The Box community using the chain of boxes spread over the provinces of Flanders (The Box Vlaanderen) will provide input on and promote the Limburg pull factors.</p> <p>On the regional level:</p> <p>The municipality of Heusden-Zolder will be a laboratory place (or test zone) for promoting the pull factors as a package</p>
Timeframe:	<p>January-June 2020:</p> <ul style="list-style-type: none"> • mapping and prioritizing • further shaping pull factor(s) + raising awareness/activating metropolitan CCIs (e.g. through community events). <p>July 2020 - March 2021: promotion and activation, using Heusden-Zolder as a laboratory zone</p>
Frequency:	See timeframe
Preceding background:	We have set up a network of plug-and play spaces both in metropolitan areas and in smaller municipalities (The Box Vlaanderen). It is clear from this work, that CCIs have particular

	<p>needs which are present in the region but which are not yet promoted as such.</p> <p>Also, in smaller municipalities there are many vacant buildings. But although the willingness to invest in CCI is there, the municipality does not have the budget to develop them into attractive locations and to connect them to a larger offer of pull factors.</p> <p>This pilot action in other words directly responds to a current need</p>
Methodological approaches:	<p>Design thinking: We will cooperate with product designers to map and develop the pull factors according to CCI needs.</p> <p>Community evenings: during these gatherings we will chart the needs of CCI, increase their knowledge on entrepreneurial topics (e.g. marketing/branding) and raise awareness on the hidden assets of Limburg for CCI</p> <p>Design thinking: We will cooperate with product designers to map and develop the pull factors according to CCI needs</p>
Critical factors:	<ul style="list-style-type: none"> • Not being able to convince metropolitan CCI of the advantages Limburg pull factors. • Insufficient budget
Success factors:	<p>Starting from a bottom-up approach where metropolitan CCIs are involved already from the beginning. This means that we can start working from actual needs and shape our offers accordingly. If not, we would develop an offer without demand.</p> <p>This also entails finding the right stakeholders, as well as CCI who are willing to cooperate</p>
Partner support:	<p>We would like to learn from best practices in other regions (e.g. KRACH, CCI for Görlitz,...). The partners can help us define the main challenges, help us answer questions raised by CCI, and serve as a sounding board for our idea during partnership meetings</p>
Strategic embedding:	<p>Attracting more CCIs is one of the priorities in the coming 6 years for the municipality of Heusden-Zolder - as defined in their policies. We will support in this priority by developing the pilot action</p>
Costs:	<ul style="list-style-type: none"> • 11750€ for development • staff costs

6. SET 2 OF PILOT IDEAS: FOSTERING COOPERATION BETWEEN CCI AND COMPANIES FROM OTHER SECTORS

6.1. LIVING LAB (CHEMNITZ, GERMANY)



Picture 8: Living Lab Ernesto Uhlmann, CWE

Title of action idea:	LIVING LAB
Project partner:	PP1
Ref. to deliverable no.:	T2.4.1

The goal of this Pilot Action is to create a new offer on which traditionally strong industries in the Chemnitz region meet with new sectors. To set an environment with partners that focus on the same goals in the area, we will integrate the Pilot Action into the so-called Chemnitz Start-up Week. There various stakeholders from CCI companies as well as service orientated start-ups join their powers to offer hands-on workshops and knowledge exchange. The Chemnitz Start-up Week connects to the German Entrepreneurship Week that itself works within the framework of the Global Entrepreneurship Week.

Before the event, we will set up a matchmaking process where we will try to detect needs from both established and new industries sectors to select a working theme/framework for the workshops. We will provide partners from the CCI sector that are flexible to adapt their working/thinking methods to a variety of topics that could emerge from that matchmaking process.

In the workshops themselves, the participants will discover the problem- (or need-) area of the selected topics, locate a solution framework between the local/regional and European levels of economy and provide tasks that then will set the working frame for individual appointments for continuing on own projects. We will evaluate the outcomes of the Living Lab to provide follow-up workshops until spring 2021 if this wish emerges.

ANALYSIS

Supportive stakeholders:	Partners from the network “Chemnitz attracts” as well as partners from the Fraunhofer Institutes IWU and ENAS and various CCI actors and enterprises from the start-up community with which we work closely in setting up community events like f.e. the Chemnitz Start-up Week
Target group:	Managing directors and employees of the operative levels in industrial enterprises, CCI actors and enterprises
Location:	New locations will be scouted during the Pilot Action
Timeframe:	Half-day offer for the initial workshops plus follow up sessions from September 2020 until spring 2021
Frequency:	Regular, annually
Preceding background:	We take up the intention with which partners from existing industrial companies asked us to create opportunities for them to meet and cooperate with the CCI and start-ups. C-TOWN 360° (described as a Good Practice in WP T2) was one of the answers and so far the most visible attempt. The Living Lab will thrive from this experience
Methodological approaches:	Various workshop methods and techniques
Critical factors:	It is indispensable to align offers so purposefully to the needs of individual companies (or to clusters of companies with equally specific needs) that real problems can be tackled purposefully at the event itself (and subsequently based on cooperation found there). We have to develop a qualitative matching for this
Success factors:	In recent years, we have created new event formats on many levels with new networks and have always reflected both successes and failures critically with all actors. It has enabled us to build a great deal of trust and is our most reliable basis for being able to invest this trust in the further development of new formats and platforms in advance
Partner support:	We are mainly looking for digital solutions for platforms on which we can match specific requirements/problems/work orders with the offers of the CCI. We are very grateful for any advice and experience with applications
Strategic embedding:	We see a great opportunity in using ourselves as an economic development agency and our partner networks to develop a real platform solution for structural change. That is why the considerations about the InduCCI pilots and their implementation

	are also part of the strategic measures for the further development of the regional economic strategy, which is an essential and integral part of the Chemnitz Strategy 2040
Costs:	The estimated budget is about 25K EUR

6.2. INDUSTRIAL HACKATHON (LINZ, AUSTRIA & BIELSKO-BIALA, POLAND)



Picture 9: Participants at a hackathon. Photo by: JD Lasica / CC BY-NC

Title of action idea:	Industrial Hackathon - Testing CCI capacities for tackling industrial challenges
Project partner:	PP3, CREARE + PP5 ARRSA
Ref. to deliverable no.:	T2.4.2

PPs3+5 provide a framework for result-driven workshops where industrial companies pitch CCI challenges and CCI develop solutions. PPs 3 CREARE +5 ARRSA apply different methodologies (e.g. product-oriented vs. process-oriented, interdisciplinary CCI team vs. solo CCI).

What exactly is a hackathon?

A hackathon (neologism from "hack" and "marathon") is a collaborative software and hardware development event. The aim is to create creative or entertaining software products. The participants usually come from different areas of the software or hardware industry and work in cross-functional teams.

The measure "Industrial Hackathon" should connect (traditional) industrial companies with (young) creative people/CCI - a constellation that won't often happen by itself.

The major idea of the hackathon is that industrial companies challenge different kind of problems and challenges within this dynamic environment and the next industrial transformation process and they need help to survive and use that transformation process

as a new chance. But often the resources and knowledge of industrial companies are limited, and they don't know how to handle that kind of challenge or who could help them. Further, they're used to think the same way, work the same way and do the same things - their habit to do their work is intrinsic and to create new thought patterns is quite tough. The idea is to set up a Hackathon at the Grand Garage in Linz, where within two intense days CCI work on solutions and ideas for challenges and problems industrial companies have. The industrial companies should come up with specific problems and challenges and then the CCI have two days to work with the technology, know-how and machines of the makers space Grand Garage and present the ideas afterwards to the challenge givers - the industrial company.

We as PP3 want to start the measure together with the maker space Grand Garage, the initiative Industry Meets Makers and other strategic partners for the measure.

Together with PP5 - ARRSA - we're doing this pilot action together, though we're applying different methodologies in each region. We want to try different methodologies to have more insights after the implementation phase and in Linz we have different possibilities and partners to implement the hackathon than PP5 has in Poland.

We want to focus on interdisciplinary teams working together on the challengers and hardware prototypes, though it strongly depends on what kind of challenges will come up and which companies face them. The partners of Poland are focusing on information and telecommunication technologies as well as software and app development or 3D modelling software and printers. PP5 eventually combined the hackathon with the biggest IT festival in the city. Furthermore, in Linz will not provide a jury but will select the challenges and creative teams within a process, as explained below.

Suggestion of the implementation process of the hackathon in Linz:

- **Call for challenges:**

we will communicate an official call for industrial and/ or traditional companies in Upper Austria to submit challenges they are facing and that could be solved with and by creative industries. There is no guarantee that every problem will be worked on, the creatives themselves will pick the challenges they want to work on.

- **Call for makers & creative teams**

The submitted challenges will be communicated via social media, newsletter and our website. Further, creatives can apply for challenges they want to work on during the hackathon.

- **Hackathon takes place**

The creatives have 48 hours to work on first ideas to resolve those challenges

- **Presentation of the results**

After 48 hours the results will be presented at Grand Garage in front of the challenge givers - the companies. There will be a prize for the teams. We still have to define if a winning team will be awarded or if every team receives the same appreciation for their efforts. For sure, there will be incentives for all participants.

ANALYSIS

Supportive stakeholders:	<i>Who helps you with developing the action idea?</i> <ul style="list-style-type: none"> ● Grand Garage Linz
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	<ul style="list-style-type: none"> ● Industry meets Makers - Sandra Stromberger ● Creatives in Linz ● Industrial companies in Upper Austria
Target group:	<p><i>Whom would you like to reach with your action? How many do you want to reach?</i></p> <ul style="list-style-type: none"> ● Industrial companies ● Creatives in Upper Austria ● Makers ● Traditional companies ● Open minded people
Location:	<p><i>Where is the idea going to take place?</i></p> <p>The measure should take place in Linz, in the makers space Grand Garage</p>
Timeframe:	<p><i>When will the action idea be implemented? How long will it last?</i></p> <p>The action idea should be implemented from June 30th to July 2nd 2020. The date can vary</p>
Frequency:	<p><i>Is Your pilot action idea intended to create a permanent/regular one-off offer?</i></p> <p>If the measure is successful, there is the possibility to continue the measure in the following years</p>
Preceding background:	<p><i>Does your action idea build onto a preceding measure? Please describe.</i></p> <p>No, there is no explicit preceding measure. It will be the first hackathon we will implement as Creative Region, but you can see Industry meets Makers as a preceding measure, because we are in regular contact with Sandra Stromberger, we create the concept with her experience and knowledge and we promote each other's measures. Further information of IMM is here: https://www.industrymeetmakers.com/</p>
Methodological approaches:	<p><i>What approaches are you using when developing the action idea? Please describe.</i></p> <p><i>For example, you could use Business Model Canvas (see attached PDF), Design Thinking, Appreciative Inquiry, ...</i></p> <ul style="list-style-type: none"> ● Expert interviews ● Brain storming ● Mind mapping ● Classical research

	A hackathon itself is somehow a methodological approach - people work together in a specific time, on a specific challenge to a specific topic
Critical factors:	<p><i>What do you consider ad crucial factors for failure? Please describe.</i></p> <ul style="list-style-type: none"> • Lack of time • Lack of industry partners • Lack of creatives • No contact to industrial companies • No suitable location
Success factors:	<p><i>What do you consider ad crucial factors for the success? Please describe.</i></p> <ul style="list-style-type: none"> • Good partners • Experienced partners • Reach the relevant people - industry & creatives • Motivated participants • Good facilitation • The right location for the hackathon • Overall communication • Motivated Creatives I • Interesting problems/challenges of the industrial companies
Partner support:	<p><i>In which way could other partners help you? Please describe.</i></p> <ul style="list-style-type: none"> • Experience with hackathons of PP5 • Input from PP5 about the implementation • Feedback to our concept by PP5
Strategic embedding:	<p><i>Does your pilot idea reflect strategic ambitions and if so: which?</i></p> <p>The hackathon should connect traditional industrial companies with the creative scene in Upper Austria. It's a strategic goal of Upper Austria to connect these two branches and create value for both through the collaboration</p>
Costs:	<p><i>What is the overall budget for the action idea?</i></p> <p><i>Apart form InduCCI budget, do you intend to use also other funds for implementing the action idea?</i></p> <p>The budget we have is EUR 9.450,- for this measure.</p> <p>Right now, we're not thinking of any further cooperation and/or earnings</p>

6.3. WORKERS' WELFARE (PADOVA, ITALY)



Picture 10

Title of measure:	Workers' Welfare: testing CCI for improving industrial environment
Project partner:	PP6
Ref. to thematic cluster:	T2.4.3

The pilot action builds on recent studies on the use of music in work environments. They showed that employees who used music to help them engage with work activities commented that it enhanced concentration and creativity, which can be understood as accompanying more complex tasks. Others, using music to escape from certain aspects of work activities, felt that listening avoided boredom and made time go by quicker, which can be thought of as accompanying simpler tasks.

With this pilot action, we would like to support industrial companies who are looking for creative ways to boost productivity and increase job satisfaction.

Together with them, we would like to test the innovative power of sound design, especially in the wellness spaces, canteens, breakfast rooms. The innovative aspect of the action is the testing in an industrial environment.

The pilot action will involve musicians and sound designers as core actors of the CCI by experimenting with the sound and music in wellness and relaxation spaces in industrial working environments.

Sonic information is not always prioritized in our consciousness. Nevertheless, it affects the feelings and well-being of employees, and therefore contributes to shape atmospheres and moods. Music can contribute to relaxation: through channelling stress and negative emotions, and through reminding listeners of time and space outside of work. Music in

wellness spaces can be understood as moving along with changing ideas of work and leisure (from separate entities to more integrated) and the rapid technological developments that have been seen during the last decade.

The pilot action will affect industrial society based on the consideration that music was integral to certain forms of industrial labour in pacing the work and coordinating the movements of groups of workers, as well as offering some welcome mental distraction. Research on the late twentieth and early twenty-first century, meanwhile, has highlighted the role of new technologies such as the streaming in bringing music into the workplace. Music has therefore a significant bearing on the conduct of work in an industrial society. We know for instance how the organization and management of work has affected the presence, or absence, of music in various contexts of labour and production. The industrial soundscape is a space where welfare is enacted, negotiated and contested.

ANALYSIS

Supportive stakeholders:	The pilot action requires the partnership of a Sound and Music Processing Lab. The mission of the Lab is to transfer the knowledge and results of research on Sound and Music Computing by hybridizing the form of the concert and the presentation. Together with the contributions of established artists and researchers in the field of music, it includes the results of the SaMPL School, training activities promoted by SaMPL in a participatory and co-creative way to innovate the practice and artistic entrepreneurship
Target group:	The pilot action is mainly targeted to workers of industries in Veneto Region
Location:	The idea is going to be implemented in Veneto Region, in three distinct industrial companies, selected after a public call
Timeframe:	The action idea be implemented in Autumn 2020 and last in between two and four weeks in its experimental phase
Frequency:	The pilot action will be tested with several performances in each industrial company. After the testing a questionnaire will be shared among the workers and the managers to evaluate the results. A continuation could be financed by the participating companies
Preceding background:	The proposed approach has been realized both in Italy and abroad in-service companies; it is instead new in an industrial environment
Methodological approaches:	The approach used when developing the action idea will be the one of “acoustic ecology”, the study of the relationships between sound and society. The methodology also includes the listener's perception of sounds heard as an environment and therefore mediates their relations. Musician will operate through controlled sound, such as musical composition, sound design and language, work, and sounds of mechanical origin resulting from the work

	environment. The pilot actions may also incorporate audio sampling performance of sounds that create the sensation of experiencing a particular acoustic environment, or compositions created using sounds found in the working environments
Critical factors:	A crucial factor for failure is the availability of adequate spaces with the premises of the firms for the experimentation of the wellness spaces. The call to select the companies will consider not only the interest of the companies but also the availability of adequate spaces to test the proposed measures
Success factors:	A crucial factor for the success will interest and commitment of young musicians from the Sound and Music Processing Lab and the positive feedback by the workers
Partner support:	Other partners could help this pilot action by proving contacts with other firms interested in creating wellness spaces in work environments, or presenting similar best practices from their regions
Strategic embedding:	The pilot idea is in line with the Regional Strategy developed within Interreg project InduCult2.0 and also with the Regional Operational Plan for Veneto Region 2014-2020, which foresees several measures to improve the workers' welfare creating alliances with Public Sector organizations, companies and non profit organizations
Costs:	The foreseen budget is € 12.000

6.4. CCI FACTORY (GENK, BELGIUM)



Picture 11: STEBO vzw – Luc Gijbels

Title of action idea:	CCI Factory Mentorship
Project partner:	PP8
Ref. to deliverable no.:	T2.4.4

Starting point of the pilot action is the low number of initiatives in the province of Limburg where traditional companies and CCI join forces. There are several reasons for this.

- On the one hand we see that innovation mostly takes place in internal R&D departments of producing companies - manned by engineers, not by CCIs. There are only few examples of cross-innovation where engineers and creatives work together.
- On the other hand we see that creative entrepreneurs only sporadically find their way to larger companies to have their products produced in series.
- Companies and CCI have different business models. For the former revenue is the main goal, for the latter the design process is the priority.

All these elements are putting a break on cooperation between CCI and producing companies. Cross-innovation between the two parties is therefore hampered, and with it so is regional economic development.

With this pilot action we want to break down the walls between producing companies and the creative scene. To do so we will introduce an experienced CCI as an intermediary. Experienced CCI have:

- already adapted their business model to the companies' mindset and goals. They are more experienced in negotiating contract and budgets.
- reached a certain position and 'fame' in the often-closed company network.

Experienced CCI will act as mentors for newcomers. During a number of workshops creative entrepreneurs will receive inspiration and tips and tricks on contacting and working for companies (e.g. financially, how to remain authentic, how to adapt CCI business models to company goals, how to sell your unconventional approaches in the business world...) - in short: how to link up with companies as a customer. Also, the newcomers will be able to get into contact with companies in the experienced CCI's networks.

The experienced CCI will get the opportunity to participate in trainings on how to become a 'good' mentor, based on the questions and needs of the newcomers. We already have a good view on those needs as we daily guide starters in our trajectories 'Starterslabo', 'AZO', and 'Start!'. Further listing of needs will be done by the participating CCI newcomer at the beginning of each trajectory (consisting of min. 7 workshops). Stakeholders from similar initiatives can evenly provide further input.

Finding newcomers and experienced CCI will be done in close cooperation with other organizations like ours offering guidance or (co-working) space to starters (e.g. Limburg StartUp, MIA-H fashion incubator, VAKLab craftsmen,...). Of course our own network will also serve to locate potential participants and mentors.

ANALYSIS

Supportive stakeholders:	<p><i>Who helps you with developing the action idea?</i></p> <p>CCI, by letting us know what they need so we can adapt the offer to it.</p> <p>Other organisations offering guidance or (co-working) space to starters (e.g. Limburg StartUp, MIA-H fashion incubator, VAKLab craftsmen,...)</p> <p>Traditional companies and company associations willing to open up their working environment and networks to CCI's</p>
Target group:	<p>We would like to set up two series of mentorship workshops. Each series holds 7 workshops (7x 0.5 day, totalling 3.5 days).</p> <ul style="list-style-type: none"> • Workshops 1-5: hands-on tips and tricks on business modelling and financial aspects, focussing specifically on industry as a customer. Collecting input from newcomers: what questions do they have? Combined with first brainstorm on these questions (peer-learning). • Workshop 6: experienced CCI answers the questions collected during workshops 1-5. Combined with inspirational lecture on his own experiences on working with and for companies.

	<ul style="list-style-type: none"> Workshop 7: experienced CCI and newcomers visit company which the mentor CCI works for. Newcomers are as such introduced in the network, and in the mindset/goals of industrial companies. <p>We aim for 5 participants and one CCI mentor per trajectory.</p> <p>E.g. experienced CCI: Michaël Verheyden - http://www.michaelverheyden.be/michaelverheyden.html</p>
Location:	Province of Limburg, several municipalities depending on the company network of the CCIs
Timeframe:	The action will be developed by June 2020, when implementation starts. There will be two trajectories
Frequency:	Our ambition is to further develop it into an existing Stebo offer after the project end
Preceding background:	Our current offers (e.g. The Box Vlaanderen, Starterslabo, Start!, AZO) run both in metropolitan areas and peri-urban regions. In both we have noticed that many of the current CCI are willing to cooperate more closely with producing companies but do not know what steps to take to make it happen
Methodological approaches:	<p>Mentor training: experienced CCI will be trained in their role as mentors for newcomers.</p> <p>Business modelling: experienced CCI and newcomers will brainstorm on how to adapt business models to the needs of traditional companies.</p> <p>CCI Methods2.0: 'Conventional' CCI methods (e.g. design thinking) will be discussed on their value for producing companies, and on how to 'sell' this expertise to companies as a customer</p>
Critical factors:	We do not find a bridge with producing companies. The CCIs are not willing to cooperate
Success factors:	<p>Finding the right experienced CCI.</p> <p>Starting from the needs of the newcomers and what they want to learn in order to start from the right context</p>
Partner support:	We would like to learn from best practices in other regions. The partners can help us define the main challenges, help us answer questions raised by CCI, and serve as a sounding board for our idea during partnership meetings
Strategic embedding:	<i>Does your pilot idea reflect strategic ambitions and if so: which?</i>

	<p>It is embedded in our organisation's strategy. We have stated the ambition to reach more creative entrepreneurs and to develop more tailor-made offers for this particular target group.</p> <p>In regional policies participation of all inhabitants and target groups in the development of the region is centralized. In our offers, as well as this one, we mainly reach target groups and stakeholders which in general do not find their way to employer's associations</p>
Costs:	<p>Apart from staff costs there is a budget of 1800 € for the mentorship workshops</p>