

Report on CUR tools development: Portfolio of Support Services

CINEMA - DTP327

Final version

Deliverable D.T2.1.4

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ERDF PP3 HdM - Stuttgart Media University

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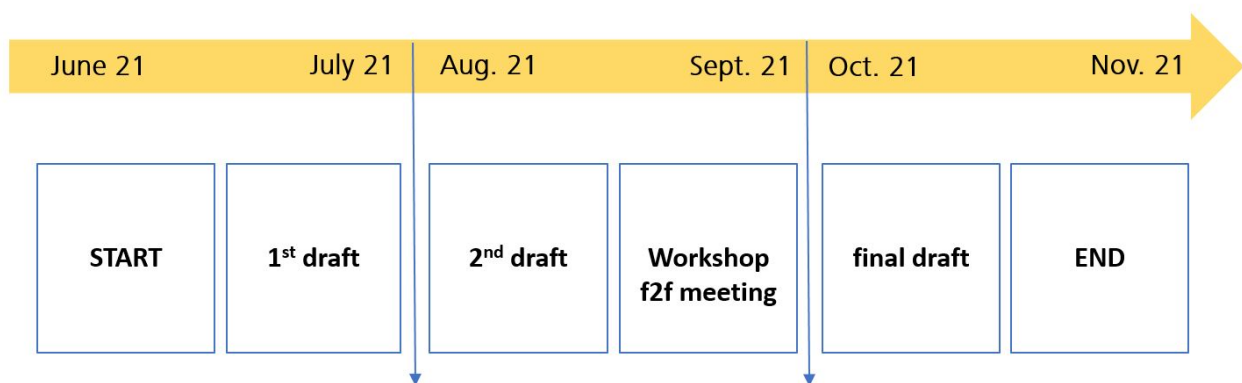
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1. Process of CUR tools development

The development of Creative Urban Revitalisation Tools (CUR Tools) officially started in June 2021. In the run-up, Design Thinking (DT) workshops were held (April-May). The content taught in the DT workshops, in particular the use of important supporting tools, was incorporated into the development of CUR tools in all three thematic groups and contributes to the improved practicability of the respective CUR tools.



From June onwards, the partners of a thematic group worked on the joint development of their respective CUR tools per deliverable. For this purpose, brainstorming sessions were held in the group meetings and with the help of Miro, the collection, evaluation and overview of all CUR tools could be created. As coordinating partner, HdM presented the template for CUR tools in the first group meetings focussing on their development and took part in additional meetings as needed to support the development process in an advisory capacity.

To elaborate the CUR tools more precisely, the partners should gather information on the following points:

- Name of the tool
- Aim of the tool
- Tool description
- Expected results



- Key roles involved
- Timelines
- Link to other tools
- Good practices
- Recommendations for piloting

The 1st draft of all CUR tools was completed by all partners in July 2021. Having received individual feedback on the descriptions from HdM, revised versions (2nd draft) were submitted in August. Then, at the first f2f meeting in Ljubljana (21.-22.09.) the training on all developed CUR tools with the partners was carried out. Here, HdM also passed on final adjustment recommendations to the partners. On request, a few individual coaching sessions were conducted with partners in the period from October to November. Afterwards, the final versions of all CUR tools were submitted by the partners.

Within the thematic group "Concepts and tools for empty or under-utilised floor space" the PPs from Košice and Resita developed for the deliverable D.T2.1.4 "Portfolio of Support Services" two CUR tools, which are presented in more detail below.

2. Results

2.1. KOŠICE: CUR tool “Internships & Mentoring for Young Creatives”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Empty Floorspace <input type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Košice, Slovakia
Editor	Zuzana Kupcová, Terézia Paňková
Last changes	30.11.2021

1. Name of the tool	Internships and Mentoring for Young Creatives
2. Aim of the tool	<p>Following goals will be addressed:</p> <p>The main goal of the tool is to create opportunities for sharing the experience between young aspiring creatives and established businesses and creative entrepreneurs. Young creatives, either students or at the very beginning of their career, will get a chance to gain knowledge from the practice working on the various tasks while led by an experienced mentor from the company. Established companies and creative entrepreneurs will benefit from the new energy and “fresh eyes” on the products or operational aspects of the company that can bring the creation of innovative approaches. The company will also gain from the mentoring experience and potentially be open to new collaborations with younger creatives. Especially for smaller companies, there is no capacity for hiring and testing new employees, and the internship program can be a good start for future cooperations.</p> <p>Challenges: Process of matchmaking: organize f2f networking meetings between companies and young creatives. The decision needs to be confirmed by both sides. Promotion of the internship: having enough applicants on both sides</p> <p>Opportunities: Networking activities: young creatives can present their skills and portfolios to the companies. Promotion of the pilot location between young creatives and established businesses.</p>
3. Tool description	<p>Main activities:</p> <p>Communication and promotion of the internships: A precise formulation of the benefits for young creatives and businesses.</p>

	<p>Creation of the promotional materials: catchy visual materials and promotional text distributed through online channels, direct contacts with companies, teachers, universities, etc.</p> <p>Open call for businesses and young creatives: creating the online form with a clear definition of the conditions. Businesses should provide: Motivation to be part of the process and description of the ideal candidate, Portfolio of the services/products, profile of the future mentor(s) / Young creatives should provide: CV, Motivation to be part of the internship and description of the ideal company, Portfolio</p> <p>Matchmaking: f2f networking events can have several forms, depending on the number of applicants. First, all applicants present themselves: can be in the form of a Pecha-Kucha presentation (quick and engaging) Individual talks between companies and young creatives: can be in the form of World cafe or Speed dating Organizers gather evaluation forms and announce the results.</p> <p>Internships: 1-6 months: At least 2 days per week. Monitoring of the process: before the start, during the internship (once per month), after the internship (evaluation)</p> <p>Evaluation: Separated interviews with company and intern. Promotion of the results: photos, videos, texts. For the creation of the engaging story, we can use Storytelling Canvas or Hero´s Journey Canvas.</p> <p>Recommended methods to be used:</p> <p>Individual interviews can be used as a tool for the monitoring and evaluation of the process.</p>
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	<p>Storytelling canvas or Hero's Journey Canvas can be used to promote the results and process of the internship to create exciting and engaging stories to promote internships, involved stakeholders, and impact on them.</p> <p>The matchmaking process can be supported by creative and fun ways of presentations like Pecha-Kucha, where each presenter has 20 slides and only 20 seconds per slide to present their work, Speed dating where people have individual discussions for a limited time (3-8 minutes), World cafe: round table discussions in the smaller groups.</p>
<p>4. Expected results</p>	<p>Direct effects</p> <p>Creation of the good relationships between young creatives and businesses: networking Training of the young creatives for their future career Strengthening leadership skills of the mentor Networking between young creatives and established businesses or creative entrepreneurs Strengthening the creative community Jobs creation</p> <p>Related side effects</p> <p>Promotion of the pilot location Innovations in the established company</p>
<p>5. Key roles involved</p>	<p>Responsible role for the tool usage (recommendation)</p> <p>Project manager: coordination of the process, communication of the activities Assigned mentor from the business External facilitator of the process and evaluation Graphic designer</p>

	<p>People or organisations that should be involved (incl. roles)</p> <p>Piloting partners & their organizations</p> <p>Internships: Local businesses from CI Creative entrepreneurs Students and young entrepreneurs</p> <p>Communication activities: Universities Secondary schools Vocational schools Business clusters CI support organizations</p>
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<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <p>1 month: Definition of the benefits for young creatives and businesses and creation of the promotional materials. Persons: project manager, graphic designer / 20h</p> <p>2 months: Open call for businesses and open call for young creatives. Persons: project manager / 40h</p> <p>1 month: Matchmaking: networking event. Persons: project manager, technician, production assistants, mediator/facilitator / 4h event, 40h preparations</p> <p>6 months: Internships: 1-6 months. Persons: project manager, mediator/facilitator / depends on the length of the internship, minimum 1 meeting before, 1 after and 1 per month during the internship</p> <p>1 month: Evaluation and promotion of the results. Persons: project manager, mediator/facilitator, graphic designer / 2 interviews per internship, each interview 1h + 3h preparation. 20h preparation of promotional materials.</p>
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	Total: 11 months
7. Link to other tools	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p> <p>The tool can be combined with other educational and mentoring programs for “learning by doing”. Internships can be part of the supporting programs of creative centres and creative hubs.</p>
8. Good practices	<p>References practical experiences with such a tool (optional)</p> <p>Erasmus for Young Entrepreneurs:</p> <p>Programme EXCITE offered mobilities for both new and experienced entrepreneurs in the creative and cultural industries. As part of the Erasmus for Young Entrepreneurs programme, CIKE offered cross-border exchanges that allow new or aspiring entrepreneurs to learn from experienced entrepreneurs who run small or medium-sized firms in one of the eight partner countries.</p> <p>https://www.cike.sk/en/project/excite-erasmus-for-young-entrepreneurs/</p>
9. Recommendations for piloting	<p>Recommendations for piloting the tool (if there are any)</p> <p>Good engaging matchmaking event to motivate participants.</p> <p>Clear definition of the roles/tasks on both sides. It should be defined before the start of the internship.</p> <p>Skilled mediator/facilitator monitoring the process who can deal with communication between intern and company.</p>

	<p>cost categories/factors</p> <p>Project manager</p> <p>Promotional costs: graphic design, texts</p> <p>Mediator/facilitator of the process</p> <p>Matchmaking event: space, technician, production assistants, equipment (projector), refreshments, printed materials</p> <p>Documentation: video and photo</p>
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Add-on (optional):

Which trained DT tools could be used in this CUR tools

Mark relevant methods

DT tools (trainings)

- Empathy Map Canvas
- Value Proposition Canvas
- Team Charter Canvas
- Golden Circle
- Context Map Canvas
- Coverstory Canvas
- Storytelling Canvas
- Hero´s Journey Canvas
- (Sustainable) Business Model Canvas
- Interviews: users, stakeholders, etc.
- Assumption grid
- Persona



2.2. RESITA: CUR tool “Building Networking Activities”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Empty Floorspace <input type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	West Region Romania: Resita
Editor	Cristian Gotia (West RDA)
Last changes	25.11.2021

1. Name of the tool	Building Networking Activities
2. Aim of the tool	<p>Following goals will be addressed:</p> <p>Support Resita pilot location by focusing on the third business “division” concerning the support services (networking, events, meets, kitchenlabs) and empower the initiative with skills and tools for designing a succesfull business model.</p> <p>This consist in understanding their market, finding a market niche and create a value proposition for the CI sector.</p> <p>Challenges and opportunities addressed:</p> <p>On of the most important attributes of the CI sector is the power of the community in engaging challenges, developing initiatives and building up services and products.</p> <p>At the core of every Business support infrastructure and especially in the CI sector is the community building process. This will be addressed by empowering the consortium of entrepreneurs that are going to use the Caffeteria infrastructure in the Hala Minda to act as community builders and facilitators through events.</p>

	<p>Their business activity is important to “coagulate” the CI by the use of thematic events. Events will be at the core of the business model and by creating the events the whole support infrastructure will benefit along with the regional CI community.</p> <p>The main question we want to answer is how do we create the design of thematic events such as bistro/ small networking events that would attract creatives in Resita?</p>
<p>3. Tool description</p>	<p>Main activities:</p> <p>To manage the process the mentoring organisation will act as support organisation for Resita pilot location and team-up with Resita team to implement the process for the Caffeteria business division</p> <p>Preparation of the methodology work package - set up and define the methodology that will be used to achieve the desired outcome</p> <p>Mapping existing community events for CI, including online, to understand the current offer and competition framework.</p> <p>Facilitation process work package - implementation of the workshop along with one2one coaching sessions: Implementing one common workshop with the local stake-holders engaged in the Cafeteria business division on the Context Map Canvas and Emphaty Map Canvas to define their position in the market</p> <p>One training session delivery on the Value Proposition Canvas for the local stake-holders engaged in the Cafeteria business division to transfer the skills needed to perform</p> <p>Three coaching meetings one2one with the local stake-holders engaged in the Cafeteria business division to formulate a viable business model and a possible list of thematic events that can be piloted.</p> <p>Building networking activities concepts - stake-holders will desing value added networking activities that can</p>

	<p>respond to local needs and are covering the existing gaps in the market.</p> <p>Conceptualisation work package - designing of the Cafeteria service support as a tool that can be later used on other similar initiatives:</p> <p>Delivering one common methodology framework for delivering the support services to creatives willing to engage CI community.</p> <p>Achieving general agreement between the local administration and the Cafeteria business division on the thematic of future events to take place.</p> <p>Recommended methods to be used:</p> <p>Different methods can be used mostly focusing on understanding their market potential (Context Map Canvas) the CI needs as future clients of the events and services (Empathy map) and transforming those into a business that delivers value (Value Proposition Canvas).</p>
<p>4. Expected results</p>	<p>Direct effects</p> <p>A viable business concept oriented to building CI community by providing value, assure financial sustainability;</p> <p>A list with different concepts of networking events that are design to strengthen and to empower the local CI community;</p> <p>A stable community of participants that are sharing their ideas and contribute to cross-fertilisation between sectors and businesses;</p> <p>A community identity that can inspire and attract new talents to join to implement their ideas.</p> <p>Related side effects</p> <p>creating awareness of the Resita Pilot location potential to become a regional player in the CI support community</p>

	City identity as a place to go and join events whether you are a CI free-lancer or just a wanabee
5. Key roles involved	<p>Responsible role for the tool usage (recommendation)</p> <p>The mentoring organisation, takes the full responsibility of the methodology preparation of the meetings with the local stakeholders for the cafeteria business division. This means:</p> <p>facilitate the workshop related to Context Map Canvas and Emphaty Map Canvas to define the role of such a service within the local market;</p> <p>train on the Value Proposition Canvas for the local stakeholders engaged in the Cafeteria business division;</p> <p>coaching one2one assistance to develop a viable business concept and a list of thematic events;</p> <p>formalize the service support methodology in order to be able to replicate it.</p> <p>People or organisations that should be involved (incl. roles)</p> <p>Resita piloting partner & the cafeteria business division along with cultural organizations that could be involved in creating content and thematic for the events.</p> <p>Resita piloting partner will provide support during the implementation regarding the feedback on methodology, logistics, and outcomes of the process.</p>

6. Timlines	<p>Duration of key activities and in total (estimation)</p> <p>Possible timeline:</p> <p>Preparation of the methodology work package 1 month;</p> <p>Facilitation process work package - implementation of the workshops along with one2one coaching sessions - 3 months;</p> <p>Conceptualising the service support methodology for future replication - final documents delivery 2 months.</p>
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<p>7. Link to other tools</p>	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p> <p>The process interacts and can include additional input from the use of other tools like:</p> <p>Context map canvas - to position the building of networking events in the regional/cross-border context and use it to create identity;</p> <p>Empathy map canvas - to have an idea about the expectations and needs of new participants that are joining the CI support infrastructure;</p> <p>Persona Canvas - is usefull to design the needed events targeting specific small segments of CI participants</p>
<p>8. Good practices</p>	<p>References practical experiences with such a tool</p> <p>FABER is a project for the creative community, which connects in an industrial Europe and important local actions - those aimed at the creative power, innovation and sustainable development of local communities. (https://faber.ro/)</p> <p>The EMBASSY is a meeting place for creative people (NGOs, freelancers, artists, musicians, passionate people, companies), with great ideas. With free facilities and services for the creative and non-profit environment, anyone can set up a project, training, event or a simple outing here. (https://www.plai.ro/ambasada/)</p>
<p>9. Recommendations for piloting</p>	<p>Recommendations for piloting the tool</p> <p>There are several factors that need to be take into account when piloting the process:</p> <p>Empowering the stakeholders to understand the canvases and their role in the process;</p>

	<p>Set realistic expectations for stake-holders regarding the output of the process;</p> <p>Building up communities is a slow process that need an adequate monitoring and create gains for the community builder as well for the community that is building- up etc.</p> <p>Possible costs that may occur are related to external expertise: external facilitator and work-shops logistics etc.</p>
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3. Implementation of CUR tools

Altogether there are 8 piloting locations (Herrenberg/ DE, Leonding/AT, Košice/ SK, Kamnik/ SI, Resita/ RO, Gabrovo/ BG, Sombor/ RS, Balti/ MD) within the CINEMA project and 9 piloting actions, as Resita implements two piloting actions. The CUR tools developed in each thematic group will be implemented in parallel and are intended to support and facilitate the respective pilot activities. All piloting activities has started in October 2021 (incl. some preparatory activities) and will last approximately one year until October 2022. In order to evaluate the implementation of the pilot activities and the associated CUR tools, quantitative and qualitative investigations will be conducted in parallel and final feedback will be obtained from piloting partners.

