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FOREWORD BY THE MUNICIPALITY OF PRATO

The idea of the PLUSTEX project initially originated from a series of positive networking experiences with other Textile & Clothing (T&C) bodies all over Europe. The wish to systematise and enlarge the exchange prompted the Municipality of Prato and other members of the ACTE Network (European Textile Collectivities Association – on www.acte.net) to involve additional European T&C regions.

To enfold the many innovative experiences emerging from the partner territories, the project adopted an open approach covering six distinct policy themes, namely: young entrepreneurship and innovative business models; high-quality and high-tech textiles; design and creativity; clustering and internationalisation of small- and medium-sized enterprises (SMEs); eco-innovation and social responsibility; and incubation and start-ups. These policy themes provided the conceptual framework to collect and analyse more than 50 Good Practices (GPs), which were further shortlisted to the ones included in the present publication.

The first part of the publication provides a list of 19 outstanding GPs in T&C; these can be referenced by policy makers, researchers, entrepreneurs, designers, creatives, service providers, etc. both for information and practical implementation. However limited, this is first-hand information about T&C support actions currently taking place in Europe.

The second part of the publication presents the Implementation Plans, strategic documents describing how each partner will integrate selected GPs into its local, regional or – if relevant – national policies. These Plans express the orientation of the partners as regards T&C and have been developed in line with the respective regions' smart specialisation strategy, thereby increasing chances for funding and implementation.

Just as the Europe 2020 strategy advocates smart, sustainable and inclusive growth, the Prato municipal administration advocates increasing investments in knowledge and research, as well as creativity, culture and human capital. This is reflected in the Implementation Plans, which call for real action to support firms and young entrepreneurs to increase the value added of the T&C global market.

The capitalisation process, known as the transfer and implementation of the GPs as described here, is intended to stimulate policy makers to continue to work together and collaborate. Last but not least, it could be used as a stepping stone for a future Policy Learning Platform to deepen the exchange with an enlarged network of partners.



Daniela Toccafondi

Councilor for Economic Policy, Municipality of Prato

PREFACE BY LILLE MÉTROPOLE

The textile and clothing (T&C) industry is a key sector in Europe. Today it represents 250,000 companies, a turnover of EUR 240 billion and more than 3.2 million workers across Europe. With globalisation and de-industrialisation, it needed to deal with profound change.

Over the last 50 years, technical textiles have developed five times faster than traditional textiles. Innovative textiles, due to their various applications in the medical, automotive, aeronautical, construction and personal protection sectors, constitute good growth prospects. Innovation and R&D appear to be the new paradigm of that new textile industry.

At the same time, 'made in Europe' fashion has never been more researched, thanks to luxury consumption flourishing in emerging countries. Today, creation, design and brand marketing are key elements of a strongly internationally oriented industrial strategy.

Europe needs sustainable and environment-friendly development, as an innovation and development field for the European textile industry.

Linked with partners from Eurometropolis Lille-Kortrijk-Tournai and all over Europe, Lille Métropole succeeded in this technological swing, leaning on leading companies in their markets and high-profile coaching and training organisations: ENSAIT, the leading textile engineering school in Europe; the 'Mode en duo' training at Sévigné High-school in Tourcoing; Uptex, the competitive pole dedicated to innovative textiles; the European Centre for Innovative Textiles (Campus CETI), the incubator INNOTEX; and the business club, CLUBTEX. Since 2006, the Futurotextiles exhibitions have valorised this knowledge and disseminated it around the world, connecting sciences, technology, design, fashion and art with innovative textiles and their different sectors of implementation.

Between France and Belgium, Lille's metropolis is today at the heart of the Technical Textile Valley, the biggest concentration of innovative textile businesses in the world.

By joining the PLUSTEX project led by the municipality of Prato, Lille Métropole and its partners valorise the territorial strategies in favour of developing and promoting the T&C sector. Nine European partners worked together, with the support of the INTERREG IV C European programme to locate, highlight and exchange on the best local policies in this domain, to learn from each other, and to make it better together.

I invite you to discover this guide, an educational tool for the territories' textile stakeholders. It will help you to develop public policies that promote innovation and new economic models for the textile industry.



Damien Castelain
President of Lille Métropole

THE PLUSTEX PROJECT



PLUSTEX

Policy Learning to Unlock
Skills in the TEXTile Sector

Textile and clothing (T&C) is an important part of the European manufacturing industry. It plays a crucial role in the economy and social well-being of numerous regions of the European Union. The T&C industry has been heavily hit by the recent global economic crisis and has steadily lost competitiveness in the past decade. Challenged by the pressures of the global transformation of the sector, some European regions with long-standing T&C tradition and expertise have joined forces to capitalise on best-policy initiatives and to creatively support SMEs in this sector.

The PLUSTEX Project contributes to this strategic objective by bringing together public authorities and a range of sector stakeholders to identify and exploit new opportunities by capitalising on each other's proven policy solutions to face the crisis. It puts emphasis on policies to support SMEs in adopting a knowledge- and innovation-oriented approach towards modernisation and strategic transformation to adapt to global challenges.

Knowledge exchange undertaken through Good Practice (GP) workshops has focused on what PLUSTEX partners have identified as six key policies for a forward-looking and competitive European T&C industry:

1. Supporting young entrepreneurship and innovative business models
2. Diversifying production towards high-quality and high-tech textiles and niche products
3. Increasing the levels of art, design and creativity into market production
4. Supporting clustering and internationalisation of SMEs
5. Fostering eco-innovation and social responsibility in the sector
6. Fostering incubation and start-ups in the sector.

Each policy area has been analysed through a series of Policy Learning Cycles, combining field and desk research, workshops, expert coaching and study visits to the different partners' locations and facilities. Policy Learning Cycles have allowed partners to discuss and review innovative business models, manufacturing technologies, marketing strategies, as well as quality, technology, design, sustainability and user-driven production.

Selected GPs have been included in formal Implementation Plans for interregional transfer. These Plans detail how the partners will implement policy changes to increase the competitiveness of T&C firms in their regions. Implementation Plans formalise the lessons learnt by the partners, ensuring that the project's results will be incorporated in their local and regional policy frameworks.

PLUSTEX is co-financed by the Interregional Cooperation Programme INTERREG IVC through the European Regional Development Fund (ERDF). It has a total available budget of EUR 1.71 million, 75% of which is co-financed by the ERDF for the 2012-2014 period.

The PLUSTEX partners are:

1. **Municipality of Prato (IT) – Lead Partner**
2. Lille Métropole (FR)
3. Prato Textile Museum Foundation (IT)
4. Agency for Regional and Economic Development – Vratsa (BG)
5. Lodz Region (PL)
6. KTU Regional Science Park (LT)
7. University of Southampton (UK)
8. Pannon Business Network Association (HU)
9. AMAVE – Vale do Ave Municipalities Association (PT)

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THE INTERREG IVC PROGRAMME



INTERREG IVC provides funding for interregional cooperation across Europe. It is implemented under the European Territorial cooperation objective and financed through the European Regional Development Fund (ERDF).

In line with the Community Strategic Guidelines for Cohesion Policy 2007-2013, the programme aims to contribute to the Union's strategy for growth and jobs. As such, it is an important instrument for the implementation of the EU initiative, Regions for Economic Change: it is designed to support regional and urban networks identifying good practices in economic modernisation, particularly those contributing to the Union's growth and jobs agenda, and to spread these good practices to all regions to help stimulate their sustainable growth and reduce economic disparities.

The overall objective of the INTERREG IVC Programme is to improve the effectiveness of regional policies and instruments.

The programme is structured around two thematic priorities, grouping action fields that are key in helping to achieve a contribution from the regions of Europe to the Union's strategy for growth, jobs and sustainable development:

- Innovation and the knowledge economy, focusing mainly on the subthemes: innovation; research and technology development; entrepreneurship and SMEs; the information society; and employment, human capital and education
- Environment and risk prevention, most notably targeting the sub-themes: natural and technological risks; water management; waste prevention and waste management; biodiversity and preservation of natural heritage; energy and sustainable transport; and cultural heritage and landscape.

This programme enables cooperation between regional and local authorities from different countries in the EU, and Norway and Switzerland, to improve their policies, methods and capacities in these fields, through the exchange and transfer of knowledge and experience between regions throughout the EU, and the development of new policies and approaches. This takes the form of projects in which these authorities exchange and transfer their experiences and jointly develop approaches and instruments that improve the effectiveness of regional development policies and contribute to economic modernisation.

Typical tools for exchange of experience are networking activities such as thematic workshops, seminars, conferences, surveys, and study visits. Project partners cooperate to identify and transfer good practices. Possible project outcomes include: case-study collections, policy recommendations, strategic guidelines and implementation plans.

The programme is co-financed by the European Regional Development Fund (ERDF). It has a total available ERDF budget of EUR 321 million for the 2007-2013 period.

Info at: www.interreg4c.eu

GOOD PRACTICES

The following are the 19 ‘outstanding’ Good Practices selected by the partners through the Policy Learning Cycles. These Good Practices were selected following the INTERREG IVC programme’s definition of a good practice as ‘an initiative (e.g. methodologies, projects, processes and techniques)...which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.’ (INTERREG IVC Programme Manual p2 – available for download at <http://www.interreg4c.eu>). By adopting this definition with a flexible approach, PLUSTEX was able to bring to light a multiplicity of experiences emerging from the territories.

The 19 Good Practices span all six policy themes of the project:

- Young entrepreneurship and innovative business models
- High-quality, speciality and high-tech textiles and niche products
- Increased art, design and creativity
- Clustering and internationalisation
- Eco-innovation and social responsibility
- Incubation and start-ups.

Evidently most of them have a bearing on more than one theme. Moreover, they vary widely in scope, timescale, budget, targets, etc. Nevertheless, they all represent authentic instances of hands-on T&C public support measures – from incubators to science parks, entrepreneurial coaching to spin-offs, human resource development to project management, research transfer centres to advanced service providers, cluster policies or internationalisation measures, and so on.

These 19 Good Practices provide a representative, though limited, group of policy initiatives, meant for policy makers and practitioners as a reference directory for both learning and action. Their value lies in their having been implemented. Their capitalisation is left to people in the field.

SUPPORT OF YOUNG ENTREPRENEURSHIP AND INNOVATIVE BUSINESS MODELS

In many countries young people are receiving a stimulus to explore and consider entrepreneurial careers. Models proposed by formal action in education for entrepreneurship, and global initiatives such as Global Entrepreneurship Week are promoting the idea that young, innovative entrepreneurs can contribute to economic growth and to the social improvement of local areas. Additionally, young enterprising people can be relevant agents of change and have a major role as innovators.

Today's young people are not only the entrepreneurs of the future, but can be real entrepreneurs in action: young and successful entrepreneurs who develop new technologies, adopt new business models and drive the rise of new industrial clusters and industries.

The PLUSTEX project does not only support cases of young entrepreneurs, students who leave academic environments to build entrepreneurial projects, sometimes with high innovative technology or significant social impact; the project also highlights local policies and initiatives for fostering and stimulating young entrepreneurship in the T&C sector by focusing on the main enablers and barriers to young and innovative entrepreneurship.

These policies aim to implement key elements of competitiveness of young companies, such as:

1. Technological and non-technological innovation
2. Ability to develop one's own market, even internationally
3. Development of human resources in young and innovative companies
4. Capital investments for development.

The following section is dedicated to the exploration of these policies, taking into account economic, cultural and geographical contexts, competitive strategies and political motivations.

Two workshops held in Kaunas (27 June 2012) and Vratsa (28 November 2012) focused on young entrepreneurship and innovative business models.

Eleven relevant Good Practices (GPs) were presented:

| | |
|--|--|
| Municipality of Prato | TEXMEDIN Digital Library & Challenge for Young Designers (TEXTile and apparel MEDiterranean heritage for INnovation) |
| Pro-Akademia / Lodz Region | Smart Textiles Innovations in small- and medium-sized enterprises (SMEs) Model of Implementation |
| AMAVE Vale do Ave Municipalities Association | AVEPARK – Portuguese strategy for supporting young entrepreneurship SPINPARK, business incubator at the University of Minho |
| KTU Regional Science Park (LT) | Instrument Inogeb-LT1 |
| University of Southampton, Winchester School of Art | Textile Centre of Excellence |
| Agency for Regional and Economic Development – Vratsa | I-Create PASSAGE, approach towards Human Resource Development (HRD) in T&C sector |
| Lille Métropole | MAISONS DE MODE, providing support to young fashion brands |

From these, five were selected:

| | |
|--|---|
| Lille Métropole | MAISONS DE MODE, providing support to young fashion brands |
| AMAVE – Vale do Ave Municipalities Association | AVEPARK – a Portuguese strategy for supporting young entrepreneurship” SPINPARK, business incubator at the University of Minho |
| Agency for Regional and Economic Development – Vratsa | PASSAGE, approach towards HRD in T&C sector |
| University of Southampton, Winchester School of Art | Textile Centre of Excellence, Huddersfield |

The following section provides highlights of these five GPs, selected by the partners under the theme ‘Young entrepreneurship and innovative business models’.

MAISONS DE MODE

Theme: Young entrepreneurship and innovative business models
Title: 'Maisons de Mode' - providing support to young fashion brands
Location: Lille and Roubaix, France
Start date: 2006
End date: In progress



DESCRIPTION

The Maisons de Mode project (MdM) is supported by the cities of Lille and Roubaix, Lille Métropole, the Regional Council Nord-Pas de Calais and département of Nord. The project consists of installing about 30 designers in renovated workshops or boutiques in up-and-coming neighbourhoods in both cities.



OBJECTIVES

- Identifying and shepherding fashion designers wanting to develop their own label
- Breathing new life into two neighbourhoods, in Lille and Roubaix, currently in transition
- Being the catalyst for a movement where Lille Metropolitan Area is nationally and internationally renowned as a territory with fresh creative talent.



TOOLS

- Residential accommodation and commercial spaces for new designers at nominal rents
- Advice and help in seeking financing for young designers to further develop their brands
- Commercial and technical coaching and guidance in sourcing, production, merchandising and retailing
- Public relations and communications assistance to promote young brands, including Web
- Organisation of events and promotional commercial activity.



RELEVANCE

MdM is relevant to the theme 'Young entrepreneurship and innovative business models' because:

- the beneficiaries are young entrepreneurs active in the T&C industry
- their activities are funded by public bodies
- this GP supports the development of innovative business models.



SUCCESS FACTORS AND ADDED VALUE

- Improvements achieved in the project management organisation due to the success of the project
- Quality of the services provided
- Selection of designers on professional-based criteria
- Offering the right places for the designers (offices, shops and workshops)
- Effective marketing tools such as events
- Long-term nature of the supported action.

The main measurable results: 107 designers selected since the project started, 56 still active and 27 still in the MdM programme.





DURABILITY

- The GP has long-term objectives.
- Public funds rather than private ones increase the GP's durability.



CONDITIONS FOR THE TRANSFERABILITY

- The existence of a group of T&C professionals who support the programme
- The existence of professional institutions in the background
- Long-term planning of the project is advisable to achieve sustainability
- Synergies with similar programmes.



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SPINPARK

Theme: Young entrepreneurship and innovative business models
Title: 'Spinpark' – business incubator at the University of Minho
Location: Guimarães, Portugal
Start date: 2008
End date: In progress



DESCRIPTION

Amave is in the Northern Region of Portugal where the overwhelming majority of textile and clothing (T&C) companies are concentrated. The AVEPARK Park of Science and Technology (AVEPARK) is a strategic facility promoting the interaction between the scientific and technological community, including entities of the National Science and Technology System (NSTS) and the business community. AVEPARK is a good facility to accommodate both start-ups and R&D units in one place.

SPINPARK is a non-profit organisation operating in AVEPARK. As the business incubator at the University of Minho, it hosts start-ups by providing them with services. AVEPARK receives companies in its 'turnkey' facilities in reserved land plots, particularly to accommodate development centres and prototyping, with R&D investments in new composite materials and polymers.



OBJECTIVES

- Promotion of interaction between participating businesses and scientific units
- Business incubation
- Support to install companies, and facilitating development centres in the field of composite materials and polymers
- Support in developing technical and technological capacities of T&C, by promoting and diffusing innovation and quality improvement
- Ad-hoc support to establish industrial policies
- Promotion of technological services of excellence in several areas: Tests and Testing Laboratory; Product and Process Engineering; Product Certification and Standards; Research, Development & Investments; Fashion Intelligence; and training and qualification.



TOOLS

- Programmes for pre-incubated companies:
 - **START UP: training scheme for companies** with innovative ideas, seminars and workshops in the following topics: business-plan development; motivation and leadership; identifying opportunities; marketing and sales; finance and strategic partnerships; presenting a finalised business plan to potential investors
 - **Laboratory of Business:** a consultant following the SMEs' projects, supporting the development of a project plan, staff training, funding, marketing, and networking potential
- Programmes for incubated companies
 - **Accelerating business:** coaching the company in marketing and sales; protecting intellectual property; assisting in financing, networking, strategy and other areas according to specific project needs
 - **Global Markets:** supporting the internationalisation of companies by training entrepreneurs; consultancy for internationalisation, networking, and international implementation.



RELEVANCE

SPINPARK is relevant to the theme 'Young entrepreneurship and innovative business models' because:

- it supports the development of young entrepreneurs and start-ups by providing a wide range of business services
- it cooperates with associations, local government and universities
- the financing is provided by R&D projects.



SUCCESS FACTORS AND ADDED VALUE

- The GP is an example of entrepreneurship, innovation and competitiveness.
- It promotes quality economic development.
- It supports competitive management structures.



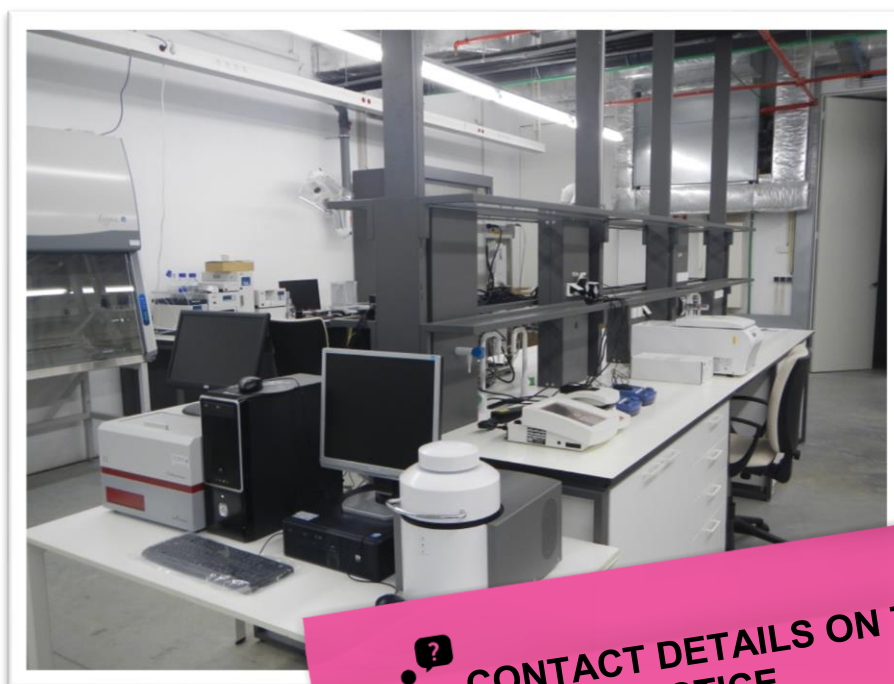
DURABILITY

- The GP has long-term objectives and is integrated in the strategic plan for entrepreneurship of the University of Minho.



CONDITIONS FOR THE TRANSFERABILITY

- The technological component and the connection to universities and technology centres need to be secured.



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TEXTILE CENTRE OF EXCELLENCE

Theme: Young entrepreneurship and innovative business models
Title: Textile Centre of Excellence
Location: Huddersfield, United Kingdom
Start date: 2004 (opening of Design Incubator)
End date: In progress



DESCRIPTION

In the UK, the Regional Development Agencies were closed by the current UK government to foster a more locally focused approach to economic growth recognising the benefits of supporting relevant geographies through the so-called Local Enterprise Partnerships (LEPs), led by local authorities and businesses. The government wants to shift power away from central government to targeted local communities in a way that recognises the varying needs of the different regions.

Leeds City Region, one of 39 UK LEPs, in Yorkshire, northern England, is home to nationally and regionally significant areas in textile manufacturing in woollen and worsted fabrics. This region sponsors the Textile Centre of Excellence (a non-profit organisation), a large centre with a wide range of textile-oriented training and services.



OBJECTIVES

- Support business graduates in start-ups in a purpose-built unit
- Provide services in the frame of the Design Incubator
 - Each year supporting up to 12 new designers with maintaining their start-up businesses
 - Co-ordinating the Centre's Board membership and network with 70 member companies
- Support the textile industry with comprehensive training, technical support and incubator space for design entrepreneurs and start-ups
- Stabilise the start-ups and provide development possibilities.



TOOLS

- Training programmes
- CAD system – customised working environment for the stakeholders
- Professional advice provided by business mentors
- Practical support provided by local business mentors
- All resources of the Textile Centre of Excellence available for the young entrepreneurs:
 - A research and product-testing laboratory
 - A fully equipped clothing studio
 - An information technology training suite
 - Multi-media meeting and conferencing facilities
 - Modern facilities for warping and weaving
 - Digital printing studio
- Financial support for start-ups provided by Business Enterprise Fund – loans between GBP 500 and GBP 100,000.





RELEVANCE

The Textile Centre of Excellence is relevant to the theme 'Young entrepreneurship and innovative business models' because the GP:

- directly supports start-ups and young entrepreneurs by providing technical support, mentoring and technical background of the Textile Centre of Excellence
- is financed by public bodies
- has links to further local programmes and institutions.



SUCCESS FACTORS AND ADDED VALUE

- The centre provided support to 1,500 companies over the last year.
- The GP enables creative experimentation and allows innovative practices.
- Famous young designers have been supported by the Design Incubator since 2004.
- The Centre fosters cooperation between local mills, textile entrepreneurs and fashion designers.



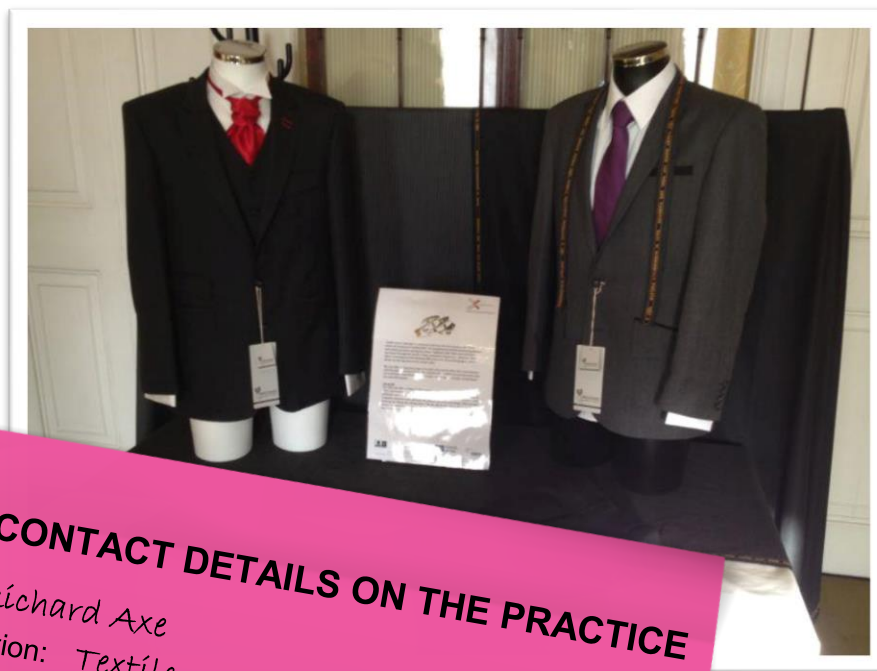
DURABILITY

- The Textile Centre of Excellence generates finance to provide its services via membership fees, commercial training (NVQs) and services, public funding, and renting its facilities, conferencing and catering.



CONDITIONS FOR THE TRANSFERABILITY

- The GP can be successfully transferred to other regions where local authorities have a strategy or tool to support work with private partners and businesses from the T&C sector.



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AVEPARK

Theme: Young entrepreneurship and innovative business models
Title: Portuguese Strategy for Young Entrepreneurship - AVEPARK
Location: Guimarães, Portugal
Start date: 2008
End date: In progress



DESCRIPTION

The University of Minho supports innovative and knowledge-intensive companies (spin-off entrepreneurs) by cooperating with facilities such as SPINPARK (technology-based incubator). The facilities provide an integrated set of services to support companies through their evolutionary process, providing physical space, consulting, training, networking and access to seed capital.

The close link to AVEPARK – Park of Science and Technology – also allows enterprises at a more mature stage to enter into a community of business owners, entrepreneurs, researchers and university students accessing networking, training, habilitation and internationalisation. For young entrepreneurs the Portuguese Government provides further programmes also available through the cooperation with AVEPARK and the University of Minho.



OBJECTIVES

- To encourage entrepreneurship, creativity and innovation in young people
- To create projects for companies that may enhance the research results of scientific activities that teachers, researchers and students of the university have conducted
- To provide companies with physical space and a wide range of services (consulting, training, networking, access to seed capital).



TOOLS

- **AVEPARK** – networking, training, habilitation and internationalisation
- The strategic plan of the Portuguese Government, '*Young Impulse*', has the following activities:
 - Professional internships
 - Support for contracting
 - Support for entrepreneurship
 - Support for investment
 - Increased support for young people's business ideas as a possible alternative to working for others
 - Technical support in entrepreneurship
 - Funding support through micro credit and venture capital.
- **Business perception networks** aim to encourage entrepreneurship, creativity and innovation by young people through the following tools:
 - Provide the necessary skills for the implementation of entrepreneurial solutions
 - Support and monitor the progress and performance of young companies incorporated within the business networks
- **The Strategic Programme for Entrepreneurship and Innovation**
 - provides funding instruments
 - promotes cooperation, networking with educational institutions and associations for R&D, training, technology assistance, and business.



RELEVANCE

The GP is relevant to the theme 'Young entrepreneurship and innovative business models' because it:

- directly supports start-ups and young entrepreneurs by providing technical support, mentoring and technical background
- is financed by public bodies
- has links to further local programmes and institutions.



SUCCESS FACTORS AND ADDED VALUE

AVEPARK, with the support of FNABA (National Federation of Business Angels) and Invicta Angels, launched the Business Angels Club of Guimarães. This club brings together individual investors who invest in a professional manner in the capital of SMEs with high-growth potential, giving management expertise to business projects, as well as networking.

Users of AVEPARK and SPINPARK have access to this financial club that is geared more to investing in the early stages of business development. This club of professional investors with considerable experience in management and business has an extensive network of contacts, with capacity to invest in new projects.



DURABILITY

Venture capital is a business-financing instrument, especially devoted to supporting SMEs in the early stages of the life cycle and investment projects with a strong innovative nature.



CONDITIONS FOR THE TRANSFERABILITY

The transfer of the current GP depends on:

- the active participation of a university, with a strong technological profile, through its R&D centres
- the ability of companies to collaborate
- the technical and financial support to develop and deliver business ideas.



PASSAGE

Theme: Young entrepreneurship and innovative business models
Title: The PASSAGE approach towards Human Resource Development (HRD) in the T&C sector
Location: Vratsa, Bulgaria
Start date: 2008
End date: 2011



DESCRIPTION

Recently many companies in the T&C sector in Bulgaria reduced job numbers and funds for qualification, innovation and modernisation. The mobilisation of local resources and their effective use, flexibility and adaptability are very important for increasing companies' competitiveness.

The PASSAGE project aims to support industrial SMEs of the T&C sector by better preserving and managing core industrial knowledge and enhancing their competitive position through better capitalisation of knowledge-based advantages.



OBJECTIVES

- The PASSAGE project aims to increase the competitiveness of T&C companies in an economic crisis, enable companies to apply an innovative approach for training and managing human resources (HR), and make the labour force more flexible and mobile within the region and Europe.
- PASSAGE answers four acute problems that SMEs encounter in HR management:
 - Loss of critical industrial know-how caused by workforce attrition, not only in relation to an ageing population (retirement) but also to downsizing and restructuring
 - The need to acquire know-how for mastering new techniques and processes linked to the increased pace of innovation in any domain
 - The need to improve their know-how each day to remain competitive
 - The need to transfer know-how to their partners, due to the development of widely distributed working processes.



TOOLS

- The web-based 'Capability Management Platform' gives industrial associations and SMEs on-line tools. These tools assess the risks of know-how loss; and capture, preserve and transfer existing key industrial expertise. The online tools also forecast emerging competencies of strategic interest, while taking into account the technological evolution and the industrial context.
- Assessment of training needs; development of a profiling tool; creation of a database for job profiles, specific courseware and expertise; establishment of networks of similar businesses; exchange of information; and support for the capacity-building of companies.
- Transferable knowledge building:
 - Assembling knowledge according to a given job profile
 - Integrating knowledge in technical sheets for production purposes
 - Developing courseware dedicated to knowledge transfer
 - Developing user guides and guidelines to address the lack of resource for solving problems.





RELEVANCE

The PASSAGE results relate to innovative business models and the clustering and internationalisation of SMEs.



SUCCESS FACTORS AND ADDED VALUE

The approach developed in the PASSAGE project can be used not only in the T&C sector, but also in a wider range of businesses and applications. The same approach could influence the further planning of services and activities for supporting SMEs in the region.

The GP has a synergy with vocational education and training, economic development, entrepreneurship and social issues.



DURABILITY

The PASSAGE project was finalised at the end of November 2011. The web-based platform and project outputs remained available to the partners and pilot SMEs that had participated in the project. Full access is available to accounts and files, as well as to the main information and technologies. Access to the platform is made available to interested experts and SMEs.

As most companies that have uploaded know-how and technical documentation on the platform do not wish to display them to the general public, access by other companies requires a system of different access levels and fees.

In the case of some small and micro Bulgarian enterprises the fee might be too high, preventing them from sharing the really interesting practices and know-how from the project.

It may be possible to apply for funding under different EU programmes, maintaining and developing the platform to secure the economic sustainability of the practice. The last call for proposals under 7FP at the end of 2012 provided the opportunity to draft a new proposal with an enlarged scope of business.



CONDITIONS FOR THE TRANSFERABILITY

The GP is relevant to all organisations and companies with specific knowledge and training, and to consultant organisations because it concerns HRD and management issues. The GP could be transferable to other partner countries because the methodology-capture toolkit and training tools result from transnational cooperation.



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Diversify Production towards High-Quality, Speciality and High-Tech Textiles and Niche Products

Boyan Jovanovic and Richard J. Gilbert's famous paper states that over the past century firms have become more diversified, and that diversified firms are more oriented through R&D. An enterprise with a wide range of products has many opportunities to exploit research programmes, because research results are often unpredictable and R&D is where diversification is most likely to achieve economy of scale. The greater the range of activities, the higher the chance that a discovery or development will fit into the existing product structure.

There are several reasons for enterprises to sell high-quality products; such products are valued both by the customer and society. The reasons include the added value of the product, satisfaction and reputation. Producing niche items is an intelligent way to make a difference and compete in different markets. A niche product is a product for which an enterprise will be best suited. Usually products are created and developed in a research process to profit from speciality.

In the textile industry, it is evident that the only way to produce high-quality products is to diversify taking advantage of R&D, using high-tech processing to produce technical textiles. And efficiency is the keyword for success. From society's standpoint, high quality demands a concern with ecological issues, and with good living standards, hygiene and working conditions for people. High quality is also linked to efficiency when innovation leads to processes that save water and energy. Furthermore it is related to environmental preservation, which is an additional financial cost. European consumers need to recognise that they bear responsibility and liability: they should choose if they want cheap products, manufactured under appalling conditions, or quality products which are of course more expensive but have greater functionality.

In this chapter the selected GPs were chosen during two meetings: in Guimarães (12 September 2013) and Lodz (13 November 2013).

This following section is dedicated to the exploration of these policies taking into account economic, cultural and geographical contexts, competitive strategies and political motivations.

| | |
|--|---|
| KTU Regional Science Park | KTU / Events |
| Lille Métropole | UPTEX Competitive cluster |
| Lodz Region | MORATEX |
| University of Southampton, Winchester School of Art | IC Tomorrow |
| AMAVE Vale do Ave Municipalities Association | Ecological Dyeing 'Ecofoot' |
| Agency for Regional and Economic Development – Vratsa | Complex investigation and evaluation of the softening effect on terry fabrics |
| Lille Métropole | European Centre for Innovative textiles (CETI) |
| Prato Textile Museum | Achille Project |
| University of Southampton, Winchester School of Art | Scottish Manufacturing Advice Service |
| Municipality of Prato | Smart specialisation and technological foresight for fashion sector |
| AMAVE – Vale do Ave Municipalities Association | The Eco-wash project, University of Minho |

From these, five were selected:

| | |
|--|---|
| Lodz Region | MORATEX |
| Municipality of Prato | Smart specialisation and technological foresight for fashion sector |
| AMAVE – Vale do Ave Municipalities Association | Ecological Dyeing 'Ecofoot' |
| Lille Métropole | European Centre for Innovative textiles (CETI) |
| University of Southampton, Winchester School of Art | Scottish Manufacturing Advice Service |

The following section provides highlights of these five GPs, selected by the partners under the theme 'Diversify production towards high-quality, speciality and high-tech textiles and niche products'.

MORATEX

Theme: Diversify production towards high-quality, speciality and high-tech textiles and niche products

Title: Institute of Security Technologies MORATEX in Łódź

Location: Łódź, Poland

Start date: 09-2012

End date: Test phase finished at the end of 2012, optimisation and functional phase in progress



DESCRIPTION

The Good Practice (GP) implemented at MORATEX is connected to the specific adoption of project-management practices based on PRINCE2 Methodology. The project management processes were adapted to the specific characters of the R&D projects running at MORATEX, especially the end-users' needs – end-users of the internal security area: Police, Border Guards, State Fire Service, Government Protections Bureau (BOR).

The GP significantly activates the competencies and skills of the researchers, especially the young scientists at MORATEX as well as the other bodies cooperating within the project consortia: scientific institutions and commercial partners. As a result this significantly increases the probability of achieving the project's goals in the scope as defined by the end-users. It makes economies by using risk management for optimal project planning and/or implementation of the corrective/preventive actions. It also has an economical aspect – the optimal realisation of research projects yields high-value results which find commercial applications.



OBJECTIVES

- Executing scientific research, developing and implementing a range of techniques and technologies for textile products, particularly developing specialised individual body protection, which is ballistic and impact-resistant, and other goods intended for public security services and national defence
- Developing new and modern technologies to ensure safe and useful solutions for industry, which are able to prevent potential threat to the public from natural or technological disaster
- Pursuing the improvement and development of methods of conducting scientific research and development
- Cooperating with national and foreign research centres on scientific R&D and assessing the conformity of individual protection against mechanical, chemical and thermal agents
- Disseminating the results of scientific R&D in both domestic and foreign technology periodicals, through symposia, conferences and exhibitions and our own editorial activity
- Specialising and improving the scientific and professional skills of the employees
- Supplementary activities, especially science & technology and economy information, courses, invention and protection of industrial and intellectual property rights
- Elaborating and estimating the standards and other regulations related to goods designed to protect the lives and health of individuals responsible for interior security and national defence
- Testing in the Institute's own labs, accredited by the Polish Centre for Accreditations, the metrological, chemical and ballistic products, and certifying products intended for national security needs in the Products Certification Department, especially the elements of uniform equipment intended to meet the needs of services subordinated to the Ministry of Interior and Administration
- Taking care of the rules for monitoring the quality of goods for security purposes by continuous supervision
- Elaborating the analyses, assays and expert opinions on the status and development of the textile goods of equipment for national security services, and directing domestic use of worldwide science and technology

- Running the economic activity, services and production of special goods i.e. ballistic and impact-resistant protectors and some pneumatic products such as: rescue jumping cushions, radar wave deflectors and lifts
- Cooperating with organisational units of BOR on special individual protectors, especially ballistic and impact-resistant ones.



RELEVANCE

The GP implemented at MORATEX positively impacted the PLUSTEX policy priority areas in scope:

- the support of young entrepreneurship and innovative business models – by improving the competency and skills of the researchers as well as the participating commercial and scientific partners
- diversification of production towards high-quality and high-tech textiles and niche products – by the optimal and economical course of the projects, more effectively achieving their goals, including products, long-term results
- fostering eco-innovation and social responsibility in the sector – by improving the competency and skills of the researchers as well as the participating commercial and science partners.



SUCCESS FACTORS AND ADDED VALUE

The main success factors are: a proper implementation strategy and an intended adaptation of the project management methodology.



DURABILITY

Necessity to have a group of policy makers improving their skills and competencies.



CONDITIONS FOR THE TRANSFERABILITY

The transfer of the GP is linked directly to the personnel skills and competencies and organisation structure – the preferred option is a methodology for the organisation's project structure that is relatively quick and effective.



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ECOFOOT

ECOLOGICAL DYEING WITH MINIMUM USAGE OF WATER AND ENERGY

Theme: Diversify production towards high-quality, speciality and high-tech textiles and niche products

Title: Ecological dyeing with minimum usage of water and energy

Location: Guimarães, Portugal

Start date: 2012

End date: In progress



DESCRIPTION

Ecofoot is a spin-off founded in 2012, with the goal of bringing H2COLOR and other exclusive products to the market. The basis of the technology is to produce highly efficient ionic pigments for exhaustion dyeing, based on their unique affinity for natural fibres, and aimed at ecological processes and non-toxicological final products. None of the materials used contains any harmful substances such as heavy metals, formaldehyde or halogens.

Above all, the technology is considered to be green and strong following the main principles of 'Green Chem': energy efficiency, the maximisation of raw material usage (no waste) and the use of environmentally friendly substances whenever possible. H2COLOR particle dyes follow these principles since they save energy by not needing hot washing-off after dyeing; they do not damage the environment when discharged into the effluent and can even be totally recovered in wet processes, such as those used in textile dyeing.



OBJECTIVES

With the GP, and using H2COLOR PREMIUM PARTICLE DYES as a novel method of dyeing fibres, the objective is:

- insoluble in water and therefore easy to remove
- no soluble dye left in effluent (lower costs of treatment and no colour left in effluent)
- easy to remove excess of H2COLOR (no need for extensive washing-off, saving in water, time and energy).



TOOLS

Ecofoot is a spin-off company; it is in an incubation phase and has received support from the AVEPARK (a technological park) and the SPINPARK (a technology incubation centre), being a good example of the transfer of technology between university research centers and the economical and industrial sector.



RELEVANCE

Ecofoot is the result of the cooperation between a technological park, a university incubation platform, a department of textile engineering – something rare in academia – and a textile research center that has been classified as 'excellent' by the national research authorities. The result is the protection of the environment, so it is a green good practice, and a key point is the relationship between different public sector entities.



SUCCESS FACTORS AND ADDED VALUE

Much less water is used since there is only one rinse. As the pH is neutral, no sodium carbonate is used. Much less time is used since six to eight rinses are saved. The great advantage of H2COLOR PREMIUM PARTICLE DYES relative to dyeing cellulosic fibres is that the washing-off procedure at the end of dyeing is not needed; this saves more than 70% of water (95% if the water is reused), 70% of time and 60% of energy. Since no dissolved dye is left in the dye bath it is easy to separate the H2COLOR from the dye bath and the water.

Further, recycling the water from the dye bath saves around 95% water: it is possible to recycle the water from the dye bath since H2COLOR dye particles are applied at neutral pH and can fix again on fibres. Recovering the H2COLOR may be a very significant saving, since all the H2COLOR left in the dye bath can be reused. Its re-use (recovery) can be done by measuring the colour (absorbance) and replenishing the dye bath with fresh H2COLOR.

Also energy is saved since the water already can be at, or near, the dyeing temperature. PH adjustment with alkali is not needed since dyeing is done at neutral pH. It is possible to save water, time and energy by new processes in dyeing cotton. H2COLOR particle dyes are useful for dyeing and printing. It is possible to extend the savings using an alternative ecological cleaning process.



DURABILITY

The GP has long-term objectives and it is integrated in the strategic plan for supporting spin-offs of the University of Minho.



CONDITIONS FOR THE TRANSFERABILITY

This is an example of the transfer of technology from university research to the market. AVEPARK – where new technological textile companies are incubated – played a key role in this process. The results of this new technology are reduced financial costs in a traditional sector as well as reduced ecological costs in effluent and water consumption. This is only possible with the involvement of the University, the city of Guimarães (responsible for the development of AVEPARK) and the traditional textile sector of the region.



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SMART SPECIALISATION AND TECHNOLOGICAL FORESIGHT FOR THE FASHION SECTOR

Theme: Diversify production towards high-quality, speciality and high-tech textiles and niche products

Title: Smart specialisation and technological foresight for the fashion sector in Tuscany

Location: Tuscany, Italy

Start date: 2013

End date: 2013



DESCRIPTION

Smart specialisation is the new innovation policy concept designed by the European Union to promote the efficient and effective use of public investment in research. To push forward the smart specialisation concept, the Commission announced the setting up of the S3 Platform in a 2010 Communication entitled 'Regional Policy contributing to smart growth in Europe 2020'. The platform provides assistance to regions

and Member States in developing, implementing and reviewing regional smart specialisation strategies, and helps regions identify high-value-added activities which can best strengthen their competitiveness.

In order to define its S3 strategy the Tuscany Region has entrusted its "Innovation Poles" (e.g. aggregators of SMEs, clusters, innovative 'start-ups', research organisations, whose mission is to stimulate innovation in specific economic sectors through intensive interactions, shared facilities and knowledge exchange) with the definition of the sector strategies or roadmaps for the period 2014-2020. The present GP describes this process.



OBJECTIVES

- Deliver a strategic approach to the economic development through targeted support to Research and Innovation (R&I).
- Boost regional innovation and economic growth by enabling regions to focus on their strengths.



TOOLS

- Analysis of the regional assets and technology
- Analysis of potential partners in other regions to avoid unnecessary duplication
- Partnerships between businesses, public entities and knowledge institutions.



RELEVANCE

The EUR 25,000 grant awarded by the regional authority for the Tuscan Pole of Innovation for the regional fashion system (OTIR 2020) demonstrates the relevance of the GP; this award was for realising the Smart Specialisation and Technological Foresight study for the fashion sector in Tuscany.

OTIR2020 has produced documents pointing out different roadmaps for the future development of the regional fashion sector. One such roadmap matches the present policy priority area of the PLUSTEX project, as it aims to diversify traditional production towards high-quality, speciality and high-tech textiles and niche products, and towards the design of innovative fashion-smart products. The specific objective of the roadmap is to create a culture of product differentiation.

Turning a product into a smart fashionable item favours its use by different applications that may not necessarily belong to 'fashion'. Product differentiation is supported by research both in style and structure of materials, and especially by the design and set up of new functions, thanks to the functionalisation and engineering of the specific material or product. The functionalisation of a material or product allows developers to go beyond its primary function (e.g. 'covering' in the case of fabrics) and generate additional features (e.g., self-cleaning or fireproof behaviour, or surface bioactivity).



SUCCESS FACTORS AND ADDED VALUE

Distinctive success factors are:

- bottom-up process: identify key actors in charge of innovation and technological transfer to develop the S3 strategic document (e.g. the 'Regional Poles of Innovation');
- involvement of stakeholders:
 - o public Institutions
 - o regional SMEs and industries
 - o regional collectivities
 - o regional socio-cultural and business community
- a specialised strategy for each economic sector to identify its competitive advantage, strategic priorities and use of smart policies for knowledge-based development
- involvement of key actors: Tuscany has 12 Poles of Innovation for manufacturing and/or technological areas – the Fashion pole covers textiles, clothing, leather, tanning, footwear, and jewellery and has been entrusted to define the T&A roadmap (development strategy) for the next programming period.

The added value of the GP is that it provides a basis for Structural Fund investments in R&I in the new programming period, as a contribution to Cohesion Policy and the Europe 2020 jobs and growth agenda.



DURABILITY

The impact of the GP is over the long-term, as it helps define industrial development policies for the 2014-2020 period.



CONDITIONS FOR THE TRANSFERABILITY

The transfer of the GP requires:

- involvement of industries, sector experts and key stakeholders
- collection of information and data on the economy of the sector, also through desk and in-the-field research
- involvement of experts, professionals and key institutions in the sector
- long-term planning to ensure sustainability
- synergies with similar programmes.



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CETI - EUROPEAN CENTRE FOR INNOVATIVE TEXTILES

Theme: Diversify production towards high-quality, speciality and high-tech textiles and niche products

Title: CETI - European Centre for Innovative Textiles

Location: Tourcoing, France

Start date: 2012

End date: In progress



DESCRIPTION

CETI is an **innovative, shared platform** which offers an exceptional combination of skills and high-level technological equipment. CETI offers more than 100 technology solutions to help develop and test new products. This concentration of technology and its modular nature makes CETI a unique tool worldwide. CETI's main aim is to emphasize research, and accelerate the process of innovation by facilitating technology transfer, moving from objectives to solutions.

CETI assists companies of all sizes, and from all business sectors, including public or private laboratories, technical centers or other technology platforms, offering them:

- the opportunity to head up research activities, either alone or in conjunction with partners of the scientific community and members of CETI
- the chance to set up projects capable of rapidly translating ideas, as part of a consortium or a joint project, thanks to the presence of a special team
- product development, technical assistance, prototyping and training.

Specifically, CETI is:

- a 12,500 m² building constructed by a non-trading Real Estate Company at a cost of EUR 24.2 million (of which 50% is public funding including the State, Nord Département and Greater Lille).
- a complex of high-tech equipment which, in its first phase, totals EUR 15.3 million (80% from public funds including the Region, European Regional Development Fund, and Greater Lille)
- a dedicated team of 12 people, engineers and technicians, employees of the CETI association.

Thus, CETI represents a valuable tool for any company wishing to develop a new product, a new material or a new process. For this reason, in its first year of business (2013), 50% of CETI's clients are SMEs seeking opportunities to break into new, niche, high-value-added markets.



RELEVANCE

CETI's aims coincide with this niche market focus, in several ways:

- CETI is a tool available to companies, and especially SMEs, to assist innovation and help them gain access to new, high-value-added, niche markets.
- To date, CETI users comprise 50% of SMEs from the textile industry (of which 25% are from countries other than France).
- CETI has been funded by European, national and local public authorities (investment in real estate and equipment) as part of the RDI (Innovation Aid Scheme) framework. Its operation is also funded, for a limited period, by local and regional authorities, under the RDI framework.



DURABILITY

A project of this scale requires the agreement of a large number of partners and means that many institutions are involved in the decision-making process. There was a period of 12 years between the first reference to the need for such equipment and facilities (in 2000) and its inauguration (2012).

2013 was CETI's first year of actual operations; as such, there has not yet been enough time to assess its economic success.

However, since its inauguration in October 2012, CETI has already attracted a great deal of attention: 200 company visits, more than 80 qualified leads.



SUCCESS FACTORS AND ADDED VALUE

- A unique collection of technological equipment: it is the diversity and the high level of technical expertise, concentrated in one location, which makes CETI unique. To find such equipment in a single company, let alone within an SME, is unimaginable.
- A team of technicians and engineers trained to use this state-of-the-art equipment (which an SME could never normally hope to access).
- The formation of a scientific committee with responsibility for determining CETI's future direction on R&D and composed of renowned researchers and representatives from leading companies.



CONDITIONS FOR THE TRANSFERABILITY

To date, CETI is one of the world's main research platforms. There are platforms in Germany, the US, Japan, Korea and Portugal. This kind of platform can only be transferred if it is part of a national, voluntarist policy and, bearing in the mind the amount of money needed for investment, any potential transfer would be difficult.

In light of these experiences, it does appear, however, that there are key success factors that must be considered to ensure the transferability of a tool such as CETI:

- A strong political will and equal involvement of all professional communities
- A project that has sufficient scope to meet the needs of companies and research laboratories, in terms of excellence, for the next 15 years.



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SCOTTISH MANUFACTURING ADVICE SERVICE

Theme: Diversify production towards high-quality, speciality and high-tech textiles and niche products

Title: Scottish Manufacturing Advisory Service (SMAS)

Location: Glasgow, Scotland and other regional offices (UK)

Start date: 2006

End date: In progress



DESCRIPTION

To support globally competitive companies based in Scotland, Scottish Enterprise comprises five Regional Advisory Boards and also appoints Industry Leadership Groups. The Regional Advisory Boards ensure the private sector and key stakeholders in specific regions have an influential role in Scottish Enterprise's strategy. As regionally based boards each advises Scottish Enterprise on the best way to maximise Scotland's economic growth

through ensuring industry alignment and providing strategic direction as well as identifying and developing major projects within their region.

The **Scottish Manufacturing Advice Service (SMAS)** is an independent programme part funded by **Scottish Enterprise, European Regional Development Fund (ERDF)** and the **Scottish Government** built around five levels of service. These are:

- initial contacts and enquiries
- manufacturing review
- awareness and training events
- consultancy support, and
- referrals to other sources of business assistance.



OBJECTIVES

- To help identify and exploit the best opportunities for economic growth by supporting ambitious Scottish companies
- To provide direct, focused, practical support to help Scotland's SME manufacturers compete on a world-wide platform.



TOOLS

- Expert advice and one-to-one support
- Training to help manufacturers improve productivity and generate profitability
- Five levels of service, from initial contacts to a manufacturing review, to a transformational change assignment.



RELEVANCE

SMAS enables diversification of production towards high-quality and niche products by:

- establishing SMAS as a recognised centre of manufacturing expertise to support the Scottish manufacturing community
- exploiting the economic development synergies from embedding SMAS within the Scottish Enterprise, and Highlands and Islands Enterprise networks

- managing external stakeholder expectations for the service and building strong credibility through client delivery.



SUCCESS FACTORS AND ADDED VALUE

Case study of Holland and Sherry: this is a company that employs 86 people in the sourcing, cutting and distribution of some of the finest cloths in the world from their Scottish base. It was looking to make efficiency improvements to plan and maintain sustainable growth and develop business opportunities in new and emerging markets, including Russia, India and Latin America. Accuracy and efficient stock management and movement are crucial to the company's continued success, and SMAS has enabled benefits in space optimisation, productivity and lean manufacturing.



DURABILITY

Scottish Enterprise approval paper for SMAS in 2005 included an indicative budget of GBP 2.8 million and internal Scottish Enterprise costs of GBP 3.8 million, totaling GBP 6.6 million to fund the delivery of the SMAS service over the first three years of its operation. SMAS benefits by close association with Scottish Enterprise and a practitioner team that is drawn from different sectors of industry. Additionally it maintains a team of sustainability specialists to help Scottish companies minimise their impact on the environment.



CONDITIONS FOR THE TRANSFERABILITY

The SMAS model of dedicated specialist expertise could be transferred to other territories operating managed partnerships between public and private stakeholders where:

- support can be focused on addressing a specific business area
- industry expertise exists to utilise practitioner specialists to address specific business needs, and
- subsidised consulting that focuses on adding value to bottom line performance rather than developing a plan is valued by the firm – SMAS practitioners can engage actively and directly with firms to address a specific issue or problem in contrast to other forms of consultancy input and account management.



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Increase Levels of Art, Design and Creativity into Market Production

According to the 'Handbook on the creative and cultural industries' (April 2012), various studies commissioned in recent years by the European Commission, the local, regional and national authorities of the Member States and NGOs clearly show the vast potential of cultural and creative industries (CCIs). There are numerous examples where the regions and national governments have successfully implemented strategies and projects in the cultural and creative sectors.

These studies have shown CCIs contribute to:

- **GDP and growth:** In 2003 according to *The Economy of Culture in Europe, 2006*, KEA European Affairs, the turnover of the cultural and creative sector in Europe amounted to EUR 654 billion. In terms of value added to the European economy as a whole, it represented 2.6% of Europe's GDP. Overall, the cultural and creative sector exhibited an impressive performance. This means that it grew faster than the general economy and that it was therefore a vital driver for development in Europe
- **local and regional development:** In many regions the creative sector is rapidly growing, outperforming other more established sectors in terms of growth in new businesses, turnover and employment; in many instances the absolute size of the sector now exceeds that of a range of traditional industries. Many cities and regions and some Member States have some form of creative sector strategy
- **the rest of economy, innovation and social well-being:** Culture-based creativity is an essential feature of a post-industrial economy. A firm needs more than an efficient manufacturing process, cost-control and a good technological base to remain competitive. It therefore becomes imperative for industry to meet and to create new kinds of demand that are not based merely on the functionality of a product but are instead rooted in individual and collective aspiration. This requires creative skills and thoughts as productivity gains at manufacturing level are no longer sufficient to establish a competitive advantage. Creative people and artists are key because they develop ideas, metaphors and messages which help to drive social networking and experiences. Culture-based creativity plays a key role in generating social innovation.

There are numerous examples where the regions and national governments have successfully implemented strategies and projects in the cultural and creative sectors. These examples claim that if effective public policies are put in place, the creative economy could generate development dimensions, offering new opportunities for developing countries to leapfrog into high-growth areas of the world economy.

Six Good Practices were presented in Prato on 13 March 2013:

| | |
|--|---|
| Francesco Bolli, Prato Textile Museum | European Project TEXMEDIN (TEXTile and apparel MEDiterranean heritage for INnovation) |
| Nesrin Doneva, ARED, Vratsa | Design4Children |
| John Hopkins, Clio Padovani, Winchester | Creative Industry Finance: an Arts Council policy |
| Stéphane Castelein, Lille Métropole | FUTUROTEXTILES Awards 2012 FUTUROTEXTILES Exhibition 2012 |
| Gabriel Pontes, AMAVE | A Portuguese Strategy for Economic Development through Institutional Cooperation – The Couros Campus |

Of these, two were selected :

| | |
|--|--|
| John Hopkins, Clio Padovani, Winchester | Creative Industry Finance: an Arts Council policy |
| Francesco Bolli, Prato Textile Museum | European Project TEXMEDIN (TEXTile and apparel MEDiterranean heritage for INnovation) |

The following section provides highlights of these two GPs, selected by the partners under the theme ‘Increasing levels of art, design and creativity into market production’.

TEXMEDIN

Theme: Increase levels of art, design and creativity into market production

Title: TEXMEDIN

Location: Prato, Italy

Start date: April 2009

End date: September 2011



DESCRIPTION

TEXMEDIN, standing for TEXTile and apparel EuroMEDiterranean heritage for INnovation, is a transnational project co-financed by the European Regional Development Fund (ERDF) in the framework of the European Territorial Cooperation objective of the MED Programme. The project involves nine partners from six regions belonging to the Mediterranean area, all with a long-established vocation in T&C production and a significant tradition in design and creativity.



OBJECTIVES

To create a transnational cluster to increase the competitiveness of the partners' territories in the T&C sector by focusing on quality, design and innovation.



TOOLS

- **TEXMEDIN Digital Library** – a web-based platform that has collected and made accessible a consistent number of historical T&C items, including fabrics, sample books, garments and accessories) provided by the project partners (museums, archives and research centres):
 - Stakeholders: T&C companies and industrial and manufacturing associations, museums, design schools, bureaux de style, and trend and design consultants
 - Services:
 - T&C heritage inspiration facilities
 - Training courses
 - Collaborative design facilities
 - Prototyping facilities
 - Young designers promotion services
- **Inspiring Lab Cluster for Innovation** – drawing inspiration from the TEXMEDIN Digital Library to design and implement innovative measures to enhance the competitiveness of the partners. The **Inspiring Lab** facility and services integrate R&D, fashion and design in their T&C clusters thereby improving the interaction between designers, T&C museums, research centres and SMEs in the T&C sector:
 - Stakeholders: Local stakeholders such as fashion and design schools, enterprises, artisans, industrial and trade associations
 - Services: the partners established five local 'Inspiration Laboratories' located in Prato (Italy), Carpi (Italy), Terrassa (Spain), Athens (Greece) and Lyon (France) to bring together technicians, stylists, designers, enterprises, fashion schools, as well as agencies for safeguarding and promoting local textiles. The Labs allow:
 - sharing common resources
 - sharing experiences for providing better services
 - working in clusters of common interest
 - young designers to link with those in other Inspiring Labs
 - a wider visibility to each individual Inspiring Lab's work



RELEVANCE

The present GP is relevant to the topic 'Increase levels of art, design and creativity into market production' because:

- T&C archives are real and proper repositories for the know-how, traditions and experiences of the past – a tangible heritage fundamental for transmitting the technical know-how and creative skills necessary to design new collections for future generations
- the project encourages a new, contemporary reinterpretation of the T&C heritage.



SUCCESS FACTORS AND ADDED VALUE

The added value of the GP is that existing tools are made available to a wider range of stakeholders, even in the national language (to preserve the specific vocabulary) and can function as an excellent platform for collaboration between museums and private firms.

Evidence of success of the GP:

- 40 designer training courses
- 54 young designers participating in training courses
- 54 product prototypes delivered
- 68 Local and Regional Authorities reached through communication and dissemination of the GP
- 133,500 connections to the related websites
- 13 targeted communication actions carried out through regional and international events, seminars, conferences, exhibitions, information and awareness raising campaigns, etc
- four joint strategies and agreements drafted
- 35 SMEs directly involved in the GP-related transnational activities
- five new structures for transnational support of innovation
- 12 seminars and forums at the transnational level



DURABILITY

The partners of the project have been working on the durability of the GP and the sustainability of its tools. The Municipality of Prato has in place follow-up activities to the GP through an approved project in the framework of the PO MED Capitalisation Call (CreativeMED Project – approved in March 2013) and with dissemination and capitalisation activities at the local level. The PLUSTEX partnership has formalised the TEXMEDIN Digital Library Partners Protocol to promote and to continue the activities and services of TEXMEDIN Digital Library (TDL), as well as to extend the admission of TDL to new members.



CONDITIONS FOR THE TRANSFERABILITY

- Presence of relevant stakeholders like museums and institutions with their own collections
- Collaboration between public and private organisations
- Existence or creation of one or more of the following services:
 - T&C heritage inspiration facilities
 - Training courses
 - Collaborative design facilities
 - Prototyping facilities
 - Young designers' promotion services



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CREATIVE INDUSTRY FINANCE

Theme: Increase levels of art, design and creativity into market production
Title: Creative Industry Finance
Location: United Kingdom – National
Start date: 29 May 2012
End date: Ongoing



DESCRIPTION

The UK government considers creative industries as a growth area important in rebalancing the economy. There is the need for policy interventions that bridge the economic and cultural policy sectors. Creative Industry Finance (CIF) was launched in May 2012 to provide access to finance for small and medium enterprises (SMEs) operating within the cultural the creative industries, enabling business growth and supporting talent development.

The programme is delivered by the Arts Council's trading company (ArtCo Trading Ltd) in partnership with East London Small Business Centre.



OBJECTIVES

- To propose new models for policy and funding to increase levels of art, design and creativity to market production
- To provide an evidence base for the demand and effectiveness of loan finance as an alternative to grant funding for commercially viable creative industry enterprises.



TOOLS

Arts Council England assesses applications against these criteria:

- Relevance of creative content to the core business activity
- Quality of the creative content
- Potential of the business to benefit with regard to the aims of the programme.

A business submits an application through the website and must:

- have been trading for at least six months
- be located in the strategic areas, and
- not be in receipt of other Arts Council funding.

Financing:

- The average loan value of GBP 8,000 per business is expected to support around 25 businesses.
- Loans for working- or fixed-capital expenditure can be up to GBP 25,000, repayable over one, two or three years at 10% APR.



RELEVANCE

This GP is relevant to the topic 'Increase levels of art, design and creativity into market production because:

- it is a single national- and regional-level initiative that seeks to actively intensify the critical mass and build-up of creativity and design content in market production
- it enables innovative and achievable developments in market production through guidance and mentoring by established business leaders
- it creates an infrastructure model that bridges economic and cultural policy and takes into account the work patterns, creative development and the variety of creative producers' aspirations, motivations and needs.





SUCCESS FACTORS AND ADDED VALUE

Success factors:

- Individuals have been supported in their marketing strategies, with launches at Creative Archives at London and Paris Fashion Week.
- Increased online presence, reviews and media coverage for the individual businesses.
- Online shops and sales through franchises have boosted individual revenue streams achieving self-sustainability at an early stage.
- Extension of the scheme to the Yorkshire and Humber region demonstrates success in take-up from the initial launch area (London).

Added value:

- Learning about the different needs of creative entrepreneurs and developing policy that is in tune with current methods of social and cultural production
- Ability to influence future policy on improved business skills, growth and employment in the creative industries
- Providing proof of concept and research data for new initiatives and partnerships
- Establishing business skills confidence among creatively trained entrepreneurs
- Creating a critical mass of knowledge-led creative leaders to inspire future entrepreneurs.



DURABILITY

The CIF programme, as one of the key programmes to be funded by the Arts Council between 2011 and 2015, is demonstrating its ability to impact the durability and Return on Investment (ROI) of the businesses it has supported. The impacts of the policy will be reviewed and evaluated annually by the Arts Council, in line with its commitment to review planning and performance against long-term policy priorities.



CONDITIONS FOR THE TRANSFERABILITY

The GP offers a strong case study for transferability. It highlights the conditions and policy infrastructure required for successful collaborations between public and private stakeholders where the aim is to work together towards common economic and policy objectives that maximise the potential of creative businesses.



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Support Clustering and Internationalisation of T&C Smes

Clusters are geographic concentrations of interconnected companies, specialised suppliers, service providers, and associated institutions in a particular field that are present in a nation or region. Clusters arise to increase the productivity of the companies involved. Developing and upgrading clusters is an important agenda for governments, companies, and other institutions. Cluster development initiatives are an important new direction in economic policy, specifically building on earlier efforts in internationalisation and market opening.

According to a recent study by the Institute for Innovation and Technology (**'European Clusters Go International: Networks and clusters as instruments for the initiation of international business cooperation'** – Gerd Meier zu Köcker, Lysann Müller, Zita Zombori, 2011), considerable differences exist in the development of the degree of internationalisation for different sized companies, since the extent of the international corporate activity of SMEs still clearly lags behind that of large companies. Only some 35 per cent of European mini and small enterprises are internationalised as opposed to some 60 per cent of medium-sized companies. This 'internationalisation lag' of SMEs vis-à-vis big enterprises is primarily caused by the following bottlenecks that characterise them :

- Scarce capitalisation or problems borrowing money for international activities
- Lack of internationally experienced personnel and managerial staff
- Information deficits concerning foreign markets
- Lack of integration of and access to networks in the target markets
- Poorly developed corporate planning
- Missing internationalisation strategy.

This study shows how it is difficult for many SMEs to intensify the degree of their internationalisation efforts and to adapt to new forms of internationalisation, apart from expanding their corporate export strategy. A possible conclusion is that it is necessary for different economic players to strengthen their cooperative efforts in supra-company networks and to determinedly undertake joint internationalisation efforts.

This study also includes a survey (by questionnaires and in-depth interviews) of 122 network and cluster managers from eleven different European countries. Some of the results are particularly relevant:

- Network and cluster managers are often the first contacts for international cooperation and are therefore indispensable in the context of the internationalisation of the affiliated companies.
- Good network and cluster management is capable of systematically reducing some of the barriers to internationalisation.
- The existence and implementation of a suitable internationalisation strategy is regarded as key to success in the internationalisation of affiliated companies.
- Network and cluster managements increasingly see themselves as an efficient instrument for the sustainable internationalisation of their affiliated companies.
- Networks and clusters with an internationalisation strategy act more successfully on an international scale than those without a strategy.

Six Good Practices (GPs) were presented in Szombathely, Hungary on 12 June 2013:

| | |
|--|--|
| Lille Métropole | CLUBTEX (cluster of technical textile SMEs in France) |
| ARED, Vratsa | Joint to the market |
| Prato Textile Museum | Internationalisation in Tuscany Region; specific supporting measures |
| Lodz Region | The Cluster of Innovative Industry and Fashion |
| AMAVE | Supporting the Internationalisation of Portuguese Textile Companies |
| University of Southampton, Winchester School of Art | Harris Tweed Industry Strategy |

Of these two were selected:

| | |
|-----------------------------|---|
| Lille Métropole | CLUBTEX (cluster of technical textiles SME in France) |
| Prato Textile Museum | Internationalisation in Tuscany Region; specific supporting measures |

The following section provides highlights of these two GPs, selected by the partners under the theme ‘support clustering and internationalisation of T&C SMEs’.

CLUBTEX

Theme: Support ^{clustering} and
internationalisation of T&C SMEs
Title: CLUBTEX
Location: Tourcoing, France
Start date: 1990
End date: In progress



DESCRIPTION:

The CLUBTEX association, founded in 1990 by some pioneering companies, comprises 74 members, including 63 manufacturers mostly located in the Lille metropolitan area.

The main CLUBTEX missions are to:

- coordinate the network of companies in order to strengthen their performance
- support innovation within companies
- **develop the internationalisation of member companies, advise on export, on niche markets, and organise trips to foreign professional trade fairs**
- develop skills through an employment exchange
- promote technical textiles sector.

CLUBTEX was the first club of technical textile enterprises in France. Since then, it has integrated some Belgian companies in its membership. CLUBTEX also established close links with some other technical textile enterprise clubs in Europe, in particular in Germany, Spain and Italy. Consequently, the internationalisation of technical textile SMEs is one of the main missions of the business club CLUBTEX. This mission consists of several actions:

- **Exhibit collectively in major international trade fairs** enabling SMEs of the region Nord Pas de Calais to access national and foreign markets (e.g. collective stand on exhibits, supervise collective visit).
- **Participate in international conferences and conventions.** After these events the association organises review sessions for its members.
- **Give advice on export and niche markets.**
- **CLUBTEX initiated the biennial FUTEX international business convention which takes place in January.** This business convention gathers more than 200 participants – scientists and manufacturers, speakers and members of the audience, from all European countries.
- **CLUBTEX has initiated the Futurotextile exhibition.** Some products presented in that exhibition come from CLUBTEX member-companies. Created in Lille during the Lille2004 European Capital for Culture, since then the international exhibition has travelled around the world.

CLUBTEX is partly funded by public local authorities (Lille Métropole and the Region Nord-Pas de Calais); consequently it is an element of a public policy aimed at supporting the development of companies in the textile sector.



THE SUCCESS FACTORS:

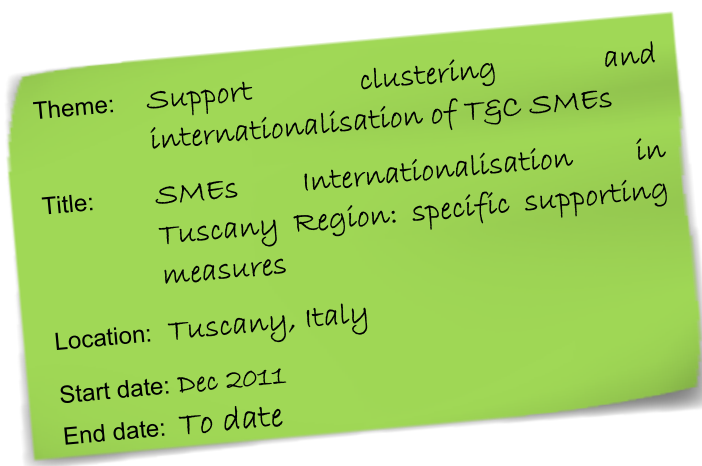
- A dedicated team (small but dynamic) serving member companies of the club
- An accurate knowledge of each CLUBTEX member company's potential
- Visits to a selection of trade fairs and conferences with the member companies for better effectiveness.
- The creation of a network composed of experts in different countries than can pass on in-depth information on niche markets.



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SMES INTERNATIONALISATION IN TUSCANY REGION



DESCRIPTION

This GP focuses on a specific measure (public call) by the Tuscany Regional Government, named 'Call for the support of the internationalisation process of small- and medium-sized enterprises'. The call was launched at the end 2011 to offer regional SMEs the chance to submit project proposals looking for support in their internationalisation actions. The call supported both individual and networked SMEs in their investment programmes in countries outside the EU, in particular by encouraging them to develop a stable presence abroad.



TARGET AND RELEVANCE

This GP has direct relevance to the PLUSTEX policy priority theme 'Support for the clustering and internationalisation of SMEs'. The call for proposals allocated some EUR 10 million to facilitate market penetration programmes in non-EU countries by SMEs whose regional products could be promoted, and whose presence abroad could be increased and consolidated. The targets are small- and medium-sized enterprises, and their associations, that aim to invest in countries outside the EU, and in particular to establish a stable presence abroad.



TOOLS AND CONCRETE MEASURES

The regional government decided to implement a specific tool to support the internationalisation of SMEs through a measure that was agreed on by SME associations. The call led to the allocation of a total amount of EUR 10 million thereby facilitating market penetration programmes in non-EU countries, where Tuscan products can be promoted, and where the presence of local SMEs can be sustained and consolidated.

The financial size of applications was in the range EUR 15,000 to EUR 150,000, if submitted by single enterprises. In the case of consortia, the limits were raised to between EUR 50,000 and EUR 400,000. Eligible SMEs were funded by a 50% grant of total project costs. An advance payment of 40% of total grant was paid at the start of a project, within 60 days of the publication of the decree in the official bulletin.



SUCCESS FACTORS

Although 156 applications were submitted, some 100 proposals were funded, amounting to the total budget of EUR 10 million.

The main strength of the GP lies in the possibility for any regional SME to submit an application, if they wish to promote their products or services outside the EU. The 50% grant of total project costs was a great encouragement for SMEs to try exporting or promoting products in new markets.



ADDED VALUE

The added value is provided by the critical mass of internationalisation actions achieved through the call. Increased funding of networked SMEs increased the aggregation of the regional manufacturing system and business community, especially for micro and small enterprises.

This was the first time that a real critical mass was achieved by the regional government through a specific internationalisation action, as more than 300 SMEs benefited from the call, and many were grouped in one single network.



TRANSFERABILITY OF THE GP

The GP can be transferred to any other region, provided funds are available. Yet it should be tailored to local SMEs' specific needs, and modified to suit other European regions where the socio-economic system could be based on larger enterprises.



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Foster Eco-Innovation and Social Responsibility in the T&C Industry

Nowadays, social responsibility and innovation are the foundation of business competencies. Social responsibility and innovation have emerged slowly over the past decade. Improvements in the social responsibility process can be referred to as 'social innovation'.

Companies and organisations should do more to tackle issues such as: social justice, poverty and climate change. The only successful brands of the future will be the ones that see these challenges as opportunities for innovation, rather than risks to be mitigated.

The T&C industries aim to achieve a wide range of environmental protection objectives such as waste water reduction, recycling and recuperation of secondary raw materials.

A key piece of environmental legislation for the textile sector is the **Integrated Pollution Prevention and Control (IPPC) Directive** which aims at minimising pollution from various industrial sources throughout the European Union. Both sectors are important users of a large variety of chemical preparations and are therefore also affected by the **Regulation on Registration, Evaluation, Authorisation and Restriction of Chemicals 37 (REACH)**. Textile companies are furthermore impacted by the **European Emission Trading System (ETS Directive)** if they have combustion installations with a total rate of thermal input exceeding 20MW and they have to comply with the **Biocides Directive** whenever biocidal products are added to textile products to give them specific properties.

In this regulatory framework, **Eco-innovation** is a practical approach aiming to develop new products and processes which significantly decrease the impact on the environment. Designers are trained to develop profitable products that increase production and consumption. Eco-innovation is a new discipline in which designers can radically reduce the environmental burdens of production and consumption through the innovation of new types of products and services. The main aim of this research was to develop an approach that would promote significant environmental improvements whilst remaining a practical, design-focused discipline.

Social responsibility is 'an organisation's obligation to maximize its positive impact and minimize its negative impact on the society'. In other words, it is 'the concept that businesses should be actively concerned with the welfare of the society at large'. The concept of social responsibility is applicable to individuals and governments as well as organisations. The social responsibility of an organisation is referred to as 'corporate social responsibility'.

Social responsibility can be broadly divided into two parts, human responsibility and environmental responsibility:

Human responsibility refers to the responsibility of the organisation towards the various parties associated with it, known as 'stakeholders' in business parlance. These parties include employees, shareholders, the government, customers, investors, suppliers, competitors and society at large.

Environmental responsibility refers to the organisation's responsibility towards environmental protection.

Like firms in other industries, textiles firms are also recognising their responsibility towards the various parties associated with them and the environment. However, the ways by which different organisations choose to fulfil their social responsibility might be different. The ways in which a textile firm can fulfil its responsibility to various parties are similar to those of firms in other industries: e.g. to employees, shareholders, the government, customers, investors, suppliers.

This section presents the GPs explained and selected under the PLUSTEX exchange meetings held in Winchester, 14 May 2014. The ninth PLUSTEX Exchange Workshop meeting, held in Winchester, was focused on eco-innovation and social responsibility in the T&C industry. The workshop brought together over **25 participants** from **seven European countries**, including **three external experts** from Italy and France.

In total seven GPs were presented during this meeting:

| | |
|--|--|
| Agency for regional and economic development – Vratsa Lödž Region | TextEastile – sustainable innovation for textiles in South East Europe (European network for green textile excellence) Integrated approach to sustainable textiles and clothing market analysis |
| Lille Métropole | Vallée du Recyclage Textile (Valley of textile recycling) |
| Prato Textile Museum | Cardato Recycled |
| University of Southampton, Winchester School of Art | Fashion Enter |
| Municipality of Prato | Sustainable Flame Retardant Technical Textile from Recycled Polyester |
| AMAVE – Vale do Ave Municipalities Association | Fábrica Santo Thyrsó |

Of these, two were selected:

| | |
|--|--------------------------|
| Fashion Enter - Social Business Incubator | Winchester School of Art |
| Cardato Recycled - Eco-label | Prato Textile Museum |

The following section provides highlights of these two GPs selected by the partners under the theme ‘foster eco-innovation and social responsibility in the T&C industry’.

FASHION ENTER

Theme: Foster eco-innovation and social responsibility in the T&C industry
Title: Fashion Enter
Social Business Incubator
Location: London, UK
Start date: 2006
End date: In progress



DESCRIPTION

Fashion Enter is a not-for-profit social enterprise, which strives to be a centre of excellence for sampling, grading and production, and for learning and developing skills within the fashion and textiles industry. The business invests profits back into training young people. A major achievement for Fashion Enter has been **The Stitching Academy**, backed by online fashion retailer ASOS; the launch of the Stitching Academy is a first in the UK. It followed reports that between January and March 2013, 1.09m 16 to 24-year-olds (15.1%) in the UK

were classified in the NEET category (Not in Education, Employment or Training).



OBJECTIVES

- To enable young people to get a foothold in the fashion industry, combined with a drive for social responsibility
- To provide a skills training route into a National Apprenticeship in Fashion and Textiles Apparel scheme that previously did not exist in fashion for young people.



TOOLS

- A fashion online portal: www.fashioncapital.co.uk; with information and specialized support for designers
- The Factory, for sampling, grading, production
- The Stitching Academy, for learning and developing skills within the fashion and textiles industry
- The Profile fashion trade event to showcase new and emerging designers and act as a platform between Graduate Fashion Week and London Fashion Week.



RELEVANCE

Fashion Enter is relevant to the theme 'Foster eco-innovation and social responsibility in the T&C industry' because it:

- demonstrates social responsibility in the approach to enabling local young people without academic qualifications to gain in-demand skills, and
- works with the skills agencies to educate on the range of careers available within the fashion-manufacturing, design and quality-control sector.

The practice encourages social cohesion in the community and aspirations for young unemployed people, positively affecting the delivery of socially sustainable practices in the T&C sector.



SUCCESS FACTORS AND ADDED VALUE

Fashion Enter went from a workshop employing 15 people to a factory with 84 staff providing an apprenticeship programme.

In 2013-14, 120 young people will complete a Level 1 qualification in 'Stitching Skills' after a six-week internship.

At least 40 young people are going on to employment, further education or additional apprenticeships.

In 2014, the Social Business Trust has taken over support of the Academy from ASOS, with expert consultancy to the value of GBP 120,000 and a cash grant of GBP 100,000. The funding will help the

business to grow, allowing it to offer more advanced apprenticeships from its base in Haringey, London, and develop its training offering.

The practice adds value to:

- local council policies on employment
- skills development and education
- social cohesion and welfare
- industry, by enlarging the manufacturing base and providing local production capacity.



DURABILITY

All activity is supported by grant funding from the Department of Work & Pensions via Jobcentre Plus to drive British manufacturing by young people.

From initial small beginnings offering samples to ASOS, the business has grown to become a fully-fledged British fashion manufacturer with excellent compliance with industry standards. Fashion Enter training programmes have won the recent approval from the Skills Funding Agency (SFA) for their apprenticeships.

Educational site visits to the Factory and the Fashion Studio are available with a review of the design life cycle. Projects can also be tailor-made to fit in with the school curriculum.



CONDITIONS FOR THE TRANSFERABILITY

The issue of social sustainability, as well as the eco-sustainability of the sector, is rising to increasing prominence on the political agenda.

The transferability depends on:

- manufacturers and retailers working together to identify opportunities to include communities in their business development process
- a legislative and public policy environment that enables the set-up of work-based learning programmes
- an educational and employment structure that can facilitate qualifications through learning at work.



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CARDATO RECYCLED

Theme: Young entrepreneurship and innovative business models
Title: Cardato Recycled
Location: Prato, Italy
Start date: 2014
End date: In progress



DESCRIPTION

General context of the GP implementation

An ecologically sustainable product that is comfortable to wear and environmentally friendly: that is the Cardato Recycled guarantee. Versatile wool fabrics and yarns that can be used in a number of ways, made from recycled textiles and accompanied by a brand that guarantees the measurement of the product's life cycle, or, to use the technical terminology Life Cycle Assessment (LCA).

Stakeholders involved, other related participants:

Companies, entrepreneurial associations, university

Process and detailed content of the practice:

To use the 'Cardato Recycled' brand, textiles and yarns must:

- be produced in the Prato district
- be produced with at least 65% recycled material (old clothing or textile off-cuts)
- have measured the environmental impact of the entire production cycle, taking into account water, electricity and CO₂ consumption.

Cardato Recycled evolved from the Cardato Regenerated CO₂ Neutral brand, launched in 2008 as a way to valorise the carding process. After evaluating brand and market developments, changes had to be made to the brand to meet the needs expressed by companies. With the failure of the Kyoto Protocol, the measurement and neutralisation of CO₂ have become secondary factors, and the emissions credits market has collapsed. It was therefore necessary to revise this aspect of the brand. At the same time, new ways of measuring had to be introduced. Today the new brand measures the environmental impact of the products with an approach towards LCA and via a number of impact categories including CO₂ emissions, water consumption and carbon footprint, in accordance with Product Environmental Footprint (PEF) methodology requirements. Companies can access this information, certified by the brand, and share it with their customers. More and more companies have taken up this path. Cardato Recycled companies can have this information certified by a third party and make it available to their customers. Those who wish to, can also use the brand, and by doing so, will strengthen it.

Legal framework

The brand is owned and conferred by the Prato Chamber of Commerce. This ensures impartiality to potential buyers. Cardato Recycled is promoted by the Chamber of Commerce of Prato, in collaboration with the Consortium for the Promotion of textile carded products, Prato Industrial Union, CNA and Confartigianato.

Financial framework (including specific allocated fund)

The project cost is EUR 30,000

Evaluation schemes and mechanisms

The most important way to measure the impact of this action is related to the number of companies certified. If the project is of interest, companies will certificate with the new label.



TANGIBILITY, DURABILITY AND VISIBILITY

- **GP's tangibility: demonstrated results and impacts on the partner's policy capacity (e.g. through measurable indicators).**

To better approach this new label, we worked with researchers at the Scuola Superiore Sant'Anna di Pisa, who helped remodel our specification to measure the product's life cycle in accordance with the new PEF methodology, issued by the European Commission in May 2013. What emerged was a specification for quantifying and evaluating environmental impacts throughout the product's life cycle; this was one of the first applied examples in Europe to use a simplified approach of this methodology to facilitate its adoption by SMEs in the same supply chain.

- **Success factors**

Fashion brands are very interested in LCA approach; with the Cardato Recycled label Prato's companies can offer a certified LCA measure with an SME approach

- **Difficulties encountered and lessons learnt from the practice**

For SME it is very hard to meet the demands of brands, in particular regarding the environment. For this reason the hardest work with Cardato Recycled was done applying the LCA method to SMEs.

- **Durability of the GP results and impacts on the partner's policy capacity**

The Cardato Recycled Label will be used for the next five years, in our plan of action. This work will help improve the environmental standards of this textile district.



TRANSFERABILITY

Cardato Recycled guarantees three different aspects of the production: traceability, recycled status, and Life Cycle Assessment (LCA) impact. This latest point could be applied to other types of recycled textiles.

To transfer the standard of the GP to other types of product and other territories the following characteristics are required:

- product identity strongly representative for the related district
- the capability to identify the technical aspects that distinguish the product
- the ability to move towards ECO sustainable Directive, identifying companies interested in accessing this common vision
- the creation of a common brand and the drafting of a protocol to involve companies
- the opportunity to access funds to finance the activities of the brand.



Foster T&C Incubation and Start-Ups

Business incubation is a process or programmes designed to support entrepreneurs to successfully develop their own businesses through an array of resources and services, offered both in the incubator and through its network of contacts. The process of incubation, or parts of it, is put in place whenever would-be entrepreneurs need to be nurtured to think over and further develop their business idea and transform it into a viable and sustainable activity.

Unlike many business assistance programmes, incubators do not serve all companies. Entrepreneurs who wish to enter a business incubation programme must apply for admission. Acceptance criteria vary from programme to programme, but in general only those with feasible business ideas and a workable business plan are admitted. It is this factor that makes it difficult to compare the success rates of incubated companies against general business survival statistics.

Successful completion of a business incubation programme increases the likelihood that a start-up company – we are referring here to young companies with high growth potential, generally the subjects of active fundraising – will be operational for the long term. Several studies found that incubator graduates are twice as likely to stay in business, in contrast to other companies and firms.

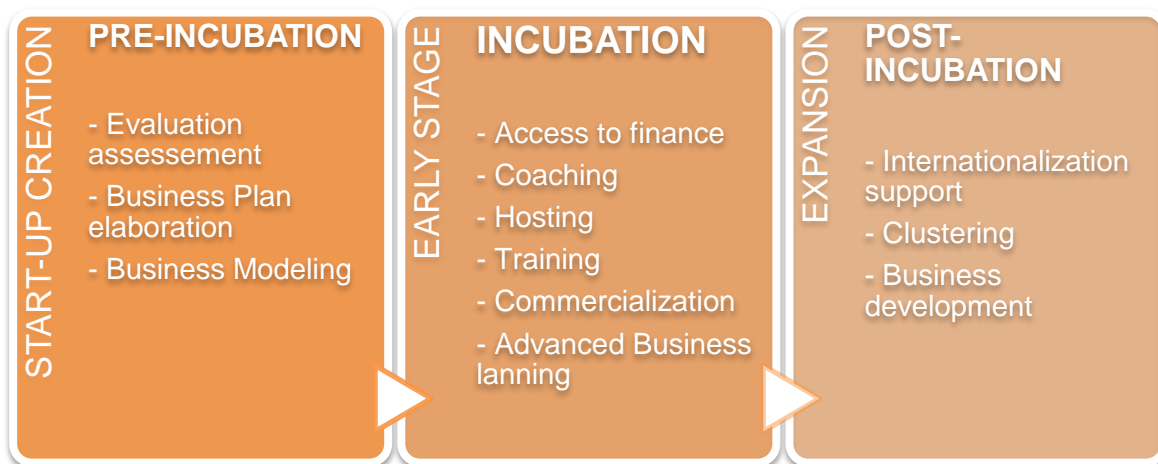
Although most incubators offer their clients office space and shared administrative services, the heart of a true business incubation programme is the services it provides to start-up companies.

There are three stages of incubation:

Pre-incubation relates to the overall activities needed to support the potential entrepreneur in developing their business idea, business model and business plan, to boost the chances of creating an effective start-up. It usually implies a first assessment of the idea, training, and direct one-to-one assistance necessary to prepare the client to write a comprehensive business plan. University-affiliated incubators are usually pre-incubators.

Incubation concerns the support given to the entrepreneur from the start-up to the expansion phase. Typically this is a mid-term process, lasting usually for the first three years of the newly established company's activity; these are the years when it is safe to say whether the new venture is successful and has a good chance of developing into a fully mature company. Actions are generally access to finance, direct coaching and mentoring services, as well as hosting services and specific training. Therefore physical incubation, although a very important service, is a subset of the overall incubation process.

Post-incubation relates to the activities to be carried out when the company has reached the maturity phase, and therefore is ready to stand on its own feet. It is when, if it has been physically incubated, the company will leave the incubator. Various services might still be needed by the SME, for example to increment its sales or improve its productive processes, such as internationalisation services or innovation introduction through scouting and detection activities. Incubators positioned as 'post incubators' sometime rename themselves as 'accelerators'.



For more information on incubation stages: *The Smart Guide to Innovation-Based Incubators (IBI)*, European Commission, Luxembourg: Publications Office of the European Union, 2010.

An incubator is a place where the incubation activities are carried out, and where the would-be entrepreneurs and the existing SMEs find a suitable place, in terms of facilities and expertise, to address their needs and develop their business ideas, and transform them into sustainable realities. An incubator may still be an incubator, even if it does not provide physical incubation services, and concentrates instead on virtual incubation (e.g. e-platforms of online services).

Incubators vary in the way they deliver their services, in their organisational structure, and in the types of clients they serve:

Pre-incubators typically offer the services related to the pre-incubation phase of incubation. They offer the expertise (coaching and direct advice) and the facilities (minimum a workstation) to support potential entrepreneurs in the development of their business ideas and in the elaboration of their business plan.

Academic incubators are based in universities and research centres; they provide support to business ideas that are elaborated by students or are spin-offs of R&D activities.

General purpose incubators provide all services from pre- to post-incubation phase and support all those who have a feasible idea, regardless of the provenance or the economic sector involved.

Enterprise hotels, while providing business services to the supported entrepreneurs, concentrate their effort mainly on physical incubation activities; they are a common reality in large metropolitan areas, where there is a premium on production and office space.

Sector-specific incubators provide all services from pre- to post-incubation phase and support all those who have a feasible idea, regardless of the provenance or the economic sector e.g. Textile & Clothing (T&C); this is the expression of the real endogenous potential of the territory where the incubator is located. Each sector may require specific infrastructure to meet the needs of the client companies. For instance, T&C-oriented incubators provide special services in the field of technical analysis and support (prototyping, innovation technologies & materials studies) and rely on specialised networks of professionals representing T&C companies and research centres.

In many countries, incubation programmes are funded by regional or national administrations as part of an overall economic development strategy.

Hence, business incubation has been identified as a means of meeting a variety of economic and socio-economic regional policy needs, which may include:

- creating jobs and wealth
- fostering a community's entrepreneurial climate
- technology commercialisation
- diversifying local economies
- building or accelerating growth of local industry clusters
- business creation and retention
- encouraging women or minority entrepreneurship
- identifying potential spin-in or spin-out business opportunities
- fostering innovation and technology transfer
- neighbourhood revitalisation

Those outputs generally represent an important addition for incubation strategies, programmes and policies, resulting from regional economic development plans. They also constitute the significant added value of Good Practices (GPs) collected and studied within the PLUSTEX project, examples of which this guide presents.

Two meetings were organised under the theme 'Foster incubation and start-ups': one in Lille Métropole, held in the European Center for Innovative Textiles (CETI) on 12 October 2012 and one in Kaunas on 26 March 2014. During these meetings, fifteen GPs were presented.

| | |
|---|---|
| KTU Regional Science Park | The Business Incubator at KTU Regional Science Park Start-up space |
| Municipality of Prato | OTIR 2020 – Innovation Pole for the Fashion Value-Chain in Tuscany |
| Textile Museum of Prato | Nana Bianca (Florence, Italy) |
| Lille Métropole | Textile Incubation Centre (Ronse, Belgium) |
| | Maisons de Mode: incubation |
| | INNOTEX |
| Agency for Regional and Economic Development, Vratsa | Business Incubation in Bulgaria as an opportunity for start-ups |
| | PASSAGE approach towards HRD in T&C sector |
| Lodz Region | Fashion Promotion Centre – the Textiles and Clothing Cluster |
| | Polish Technology Platform of Textile Industry |
| University of Southampton, Winchester School of Art | Intelligent Textiles Limited |
| | Centre for Fashion Enterprise (UK, London) |
| AMAVE – Vale do Ave Municipalities Association | AVEPARK – Park of Science and Technology |
| | Algoritmi research centre |

This section highlights the three GPs selected by the partners under the theme 'foster T&C incubation and start-ups':

| | |
|--------------------------------|--|
| Lille Métropole | Textile Incubation Centre |
| Textile Museum of Prato | Nana Bianca, Italian start-ups accelerator: the 'Wowcracy case history' |
| Lille Métropole | INNOTEX |

TEXTILE INCUBATION CENTRE

Theme: Fostering T&C incubation and start-ups
Title: Textile Incubation Centre
Location: Ronse, Belgium
Start date: 2011
End date: In progress



DESCRIPTION

The textile incubator is an enterprise funded by public and private capital. Of this capital, 51% is private: large companies such as SIOEN, UTEXBEL, DESLEE, DEVAN; banks such as BNP Paribas; the textile research centre, Centexbel; and 49% public: University of Gent and the Provinciale Ontwikkelingmaatschappij (POM). The incubator was founded by a group of investors with knowhow and a network in textile-related domains. The main mission of the textile incubator is to make

companies in textile-related matters, which it could be start-ups or companies with the aim of growing. The Textile Incubation Centre (TIC) is embedded in a larger textile concept that is part of a total approach enfolding: TIO3, Textile Open Innovation Centre for entrepreneurship, training and interaction with strong focus on Textiles and Innovation.

The textile start-ups or spin-offs involved in the TIC could be offered:

1. some basic services: experienced management on-site; support for developing business plan; access to capital; facilitating a service-generating network and business network; individual advice and coaching; integrated network of researchers and captains of industry
2. ready-to-go, state-of-the-art offices; professional and multilingual reception and secretarial services; IT and telecommunication infrastructure
3. optional services: residents can call on external experts for guidance in marketing, accountancy, social and legal advice, licensing, business management training.



SUCCESS FACTORS:

- A selection of professional projects focusing on innovation, developers' skills and a desire to be a sustainable business.
- Free work spaces for the selected developers
- Integration of selected developers into a network of textile professionals
- Financial support from large enterprises (through TIC's capital).

TIC has existed for only two years. Currently, TIC is following six enterprises and has invested capital in two enterprises.



CONTACT DETAILS ON THE PRACTICE

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NANA BIANCA

Theme: Fostering T&C incubation and start-ups

Title: Nana Bianca

Location: Florence, Italy

Start date: 2012

End date: In progress



DESCRIPTION

Nana Bianca is an Italian start-up accelerator – based in Florence and founded by the former founders of Dada (DA.MI) – that works in a digital environment favouring the development of start-ups based on innovative business models.

In Italian ‘Nana Bianca’ means white dwarf, a small star but with very high density and gravity. We use this definition as a metaphor for our mission, to create a space with a high technological density and a real

human feel where entrepreneurs can find all the tools they need to start their companies.

The mission is to build a programme supporting the start-up phase of new digital companies utilising capital, knowledge and mentorship.

Nana Bianca receives more than 200 start-up proposals every year; our team analyses these carefully, evaluating their ideas and team dynamic.

Nana Bianca welcomes in its acceleration programme, teams and projects which use internet and mobile applications as their chosen arena, and which already have a Beta version of the product.

To date, Nana Bianca has invested in 21 start-ups, with more than EUR 2 million invested.



RELEVANCE

Nana Bianca’s ecosystem is an attractive location for companies that are developing in north-central Italy. Some of the companies are linked to textile and fashion business areas.

One of them in particular is Wowcracy, a crowdfunding platform focused on fashion designers (www.wowcracy.it).



TANGIBILITY, DURABILITY AND VISIBILITY

Nana Bianca’s acceleration programme can last between three and nine months, depending on the characteristics and needs of the particular start-up.

During this period, Nana Bianca provides these accelerated start-ups with everything they need to grow and develop their business:

- A physical space where ideas and people can thrive in an efficient environment
- Experiences and skills of a team with a strong online marketing know-how
- User experience and user interface services provided by an expert team
- Customer acquisition, traffic management and digital PR services
- Optimisation of the purchasing process and metrics
- Fiscal and legal consultancy services
- Facilities available for use provided by our partners
- Access to our wide network of Italian and European venture capitalists and investors.

In one year:

our team has grown from a staff of 3 to 25 people

we have accelerated 14 startups

we have generated over EUR 6 million in income

we have invested EUR 2 million in startups

... and we have become big financiers of Red Bull and Nespresso.



ADDED VALUE

Nana Bianca is an active part of an ecosystem in growth. The ecosystem is supported by:

- a **Government Act** that helps define the start-up and the new benefits available
- an **Association** representing all players in this new market
- a **Pre-Seed Fund** dedicated to accelerating the start-ups
- a **Venture Capitalist** dedicated to the growth of the best Italian start-ups
- a **Crowdfunding** platform for investors and entrepreneurs
- an **Alliance** between the major Italian accelerators.



FEASIBILITY AND TRANSFERABILITY

The business incubator encourages and supports entrepreneurship, focusing on the capacity in which Italy excels: food, fashion and tourism.

Each country and each region has its own peculiarities and strengths. The goal of a good entrepreneur is to find and invest resources to develop a business idea in the right location. Then make it global.



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INNOTEX

Theme: Fostering T&C incubation and start-ups
Title: INNOTEX
Location: Roubaix, France
Start date: 1998
End date: In progress



DESCRIPTION

INNOTEX, a non-profit organisation, is a unique French textile incubator with more than 10 years' experience in providing support for the set-up of innovative textile companies. INNOTEX supports business developers from Lille Métropole area and other regions, or even from abroad, willing to start their companies in a professional and sustainable way in the Lille Region.

Since 2013, INNOTEX's textile expertise, resulting from its close collaboration with a wide network of professionals and organisms and its integration into the European Centre for Innovative Textiles (CETI), has allowed it to reinforce its strategic position in the advanced textiles cluster.



OBJECTIVES

- To support the set-up of innovative textile companies
- To guide and advise on business management process and strategy, providing financial support for project development, and creating networks of specialised stakeholders.



TOOLS

The selection of candidates:

- is based on textile technologies that can innovate or integrate a design concept (e.g. functionality suitable to a specific need)
- with viable economic potential and obligation to be installed in Nord-Pas de Calais region.

The collected projects are selected by a special Committee bringing together institutional funders and the professionals from textile (heads of enterprises) and incubation companies.

Support provided: a wide range of expertise, support activities and customised services in order to develop their business activities. This support is available for one year (renewable once). INNOTEX follows up business developers at each stage of the project evolution; it provides them with the professional support they need: (e.g.technical analysis, economic analysis, free work spaces, analysis of industrial property: strategic definition, anteriority study, patent study, patent pending.)

INNOTEX granted a development budget of about EUR 25,000 per project to carry out a feasibility study (intellectual property study, preliminary market study, market analysis) and prototype studies (if necessary) via the Incubation Fund created by the Region Nord-Pas de Calais.



RELEVANCE

- The INNOTEX programme provides incubation services for the candidates (business developers) in order to support the creation of innovative companies
- INNOTEX beneficiaries are individuals whose business activities are exclusively specialised in the textile sector (technology or design)
- It is funded by Lille Métropole, RSF, Nord département and private resources.



SUCCESS FACTORS AND ADDED VALUE OF THE GOOD PRACTICE

- 221 projects have been accomplished since the creation of INNOTEX; more than 30 successful companies have been launched; the business survival rate is 74%.
- A multidisciplinary team, dedicated to project monitoring, ensures the quality of coaching services, which are the best guarantee of success.
- Selection of projects on a professional basis focusing on innovative aspects, developers' skills and their desire to start a sustainable business.
- Integration of the selected business developers into a network of textile professionals.
- Free workspaces for the selected developers (from 2013).
- Added value: INNOTEX has contributed to define the 'Plan of animation of economic sectors' – one of the strategic frameworks of the Metropolitan economic policy. The incubation is an important element of this plan.



DURABILITY

INNOTEX focuses on long-term results; it therefore requires substantial long-term public financial support to affirm the strategic position of Nord-Pas de Calais and Lille Métropole as European regional leaders in the field of innovative textiles.



CONDITIONS FOR THE TRANSFERABILITY OF THE GOOD PRACTICE

- The existence of a leadership team composed of professionals of the selected sector (i.e. Textile), to guarantee the quality and continuity of the project and its mutual interaction with the business sector.
- The existence of available regional know-how (specialised graduate schools and universities, leading companies, etc.)



CONTACT DETAILS ON THE PRACTICE

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IMPLEMENTATION PLANS

As a capitalisation programme, INTERREG IVC focuses on improving the partners' policy know-how through the exchange of outstanding Good Practices (GPs). One work package of each Interreg IVC project is therefore entirely devoted to the 'exchange of experiences dedicated to the identification and analysis of good practices'. Through this work package, GPs that have already proven successful in relevant policy domains are identified, analysed and exchanged. This aims to improve the effectiveness of the policies of the partners, thanks to the outstanding policy know-how ingrained in the GPs.

To help regions improve their policies, the Interreg IVC programme has introduced a specific tool that should increase the impact of cooperation. This tool is the Implementation Plan, a strategic document to make projects more goal oriented, and to formalise and professionalise the exchange of experience, simultaneously increasing the durability of the results. The Interreg IVC programme defines an Implementation Plan as 'a document that specifies how each "region" participating in the cooperation will work to integrate the lessons learnt from the cooperation into its local / regional or if relevant national policies'. These documents contain plans to uphold benefits and results beyond the project's lifetime, and actions to increase their impact on policy programming. Sample actions may include local meetings to mobilise stakeholders, strategic planning sessions with policy makers, related workshops and seminars within the regions.

As the Interreg IVC programme provides no template for Implementation Plans, PLUSTEX developed its own. The template was drafted by taking into account the Smart Specialisation paradigm, namely requiring Implementation Plans to:

- focus on key regional priorities, challenges and needs for knowledge-based development
- build on each region's strengths, competitive advantages and potential for excellence
- support technological and practice-based innovation and aim to stimulate private-sector investment
- get stakeholders fully involved in delivering innovation
- be evidence-based and include robust monitoring and evaluation systems.

This ensures the Implementation Plans comply with the respective regional S3 strategy, greater meaningfulness of the documents and improved feasibility of the transfer work plans.

The following pages present the abstracts of the eight Implementation Plans of the partners (one for each partner region):

- Municipality of Prato – Lead Partner (IT) + Prato Textile Museum Foundation (IT)
- Lille Métropole (FR)
- Agency for Regional and Economic Development – Vratsa (BG)
- Lodz Region (PL)
- KTU Regional Science Park (LT)
- University of Southampton (UK)
- Pannon Business Network Association (HU)
- AMAVE – Vale do Ave Municipalities Association (PT)



Implementing partner:

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Delivering partner:

Lille Métropole

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Policy theme:

Diversify production towards high-quality, speciality and high-tech textiles, and niche products / young entrepreneurship and innovative business models



Chosen Good Practice: CETI (EUROPEAN CENTRE FOR INNOVATIVE TEXTILES) / MAISONS DE MODE

CETI is an innovative technological facility offering exceptional skills and high-level technological equipment (more than 20 machines). With more than 100 technology solutions to help develop and test new products, CETI assists companies from different business sectors to do research, and to promote innovation and technology transfer. The dedicated team of 12 people – engineers and technicians – provides research, joint projects for product development, technical assistance, prototyping and training.

CETI's EUR 24.2 million, 12,500 m² building has been built by a non-trading real-estate consortium with 50% public funds. Its equipment, worth EUR 15.3 million, is 80% publicly funded by the Region, the European Regional Development Fund, and Greater Lille. CETI is currently managed by several public and private T&C partners.

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Maisons de Mode (Mdm) is a project funded by the cities of Lille and Roubaix, Lille Métropole, and the Regional Council Nord-Pas de Calais. Mdm fosters around 30 designers to work in workshops or boutiques in renovated neighbourhoods by providing dedicated commercial space and services.

A committee of design and fashion industry professionals selects emerging fashion designers wishing to launch their own label in a professional and commercially viable manner. Designers are required to locate activities in one of the designated neighbourhoods in Lille or Roubaix to benefit from a wide range of personalised services for 24 or more months, including: residential accommodation and commercial spaces at nominal rents in renovated studio-boutiques; financial support and technical advice to develop their brand (e.g. through interest-free loans of EUR 10,000); commercial and technical coaching in sourcing, production, merchandising and sales (e.g. business planning; design office for pattern-making and prototyping; professional and commercial networking; public relations and communication assistance to promote brands – including web, social networks and e-commerce; promotional events and activity (e.g. professional trade shows and fairs). Mdm's 2014 budget was EUR 1.4 million.

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Link of the selected Good Practices (GPs) to the local/regional strategy of the implementing partner:

Tuscany's Regional Innovation Strategy (RIS) supports smart manufacturing and investments in innovation, research and technological transfer. It also fosters systemic drivers e.g. incubators and Research Development & Transfer (RDT) facilities for the creation of new enterprises. The new Regional Operational Programme (ROP) has dedicated Axis 5 to the urban agenda, which funds urban innovation projects.

Prato can leverage the above support measures to transform vacant public or private (e.g. industrial) buildings into smart city hubs. The new administration 2014-2019 will exploit the know-how provided by the two GPs, CETI and Maisons de Mode, to pursue new roadmaps for the T&C sector: diversification of production, smart and technical textiles, and the transformation of traditional industrial districts into creative districts. In the coming years Prato aims to become a creative start-up incubator for new generations of designers and digital makers linking fashion to cultural, territorial and social assets. Elements of the CETI and MDM GPs link to existing plans for the creation of a Science & Technology Park in Prato, and to the Inspiring Lab model – an innovative facility to access the huge technical and creative know-how provided by the T&C industrial heritage.



Workplan to deliver the Implementation Plan

The Implementation Plan will be delivered by:

- 1) embedding the GP transfer into the local policy-making activities – the Plan is discussed with representatives of the Municipal Council and matched to the Mayor's Work Programme (October 2014)
- 2) developing a feasibility study, taking into account the local context and possible implementing scenarios (November 2014)
- 3) building political and public consensus through local dissemination events (November 2014)
- 4) applying for funds at the regional, national and European level (2015-2017).



Funding sources

The main source of funding for the Implementation Plan will be Tuscany's ROP 2014-2020. Particularly: Action 1.1 (RDT facilities), Action 1.4 (Innovative Start-ups), Action 3.2 (Enterprise Creation), and Action 5.2 (Innovative Urban Projects).



Formal adoption of the Implementation Plan

The Implementation Plan has been presented to the Municipal Administration and will be adopted through a formal Act of the Municipal Council by the end of 2014.

**Implementing partner:***Lille Métropole**M Castelein Stéphane*scastelein@lilleMétropole.fr**Delivering partner:***Guimarães, Portugal**José Machado,*jmac@di.uminho.pt**Policy theme:***Foster T&C incubation and start-ups***Chosen Good Practice : SPINPARK – BUSINESS INCUBATOR AT THE UNIVERSITY OF MINHO**

AMAVE is an association of municipalities in the northern region of Portugal where the majority of textile and clothing (T&C) companies are concentrated. One of the municipalities is Guimarães, which is the principal business partner of AVEPARK (Park of Science and Technology). AVEPARK is a strategic facility promoting interaction between the scientific and technological community, including entities of the National Science and Technology System (NSTS) and the business. AVEPARK is a suitable facility to accommodate start-ups and R&D units in one place.

SPINPARK is a non-profit organisation within AVEPARK that operates the business incubator at the University of Minho. SPINPARK hosts mainly start-ups by providing them with services. AVEPARK is ready to receive companies in its 'turnkey' facilities in reserved land plots, particularly to accommodate development centres and prototyping, with R&D investments in new composite materials and polymers.

**Link of the selected GP to the local/regional strategy of the implementing partner:**

From the four major priorities of the Metropolitan Plan for Economic Development (PMDE), Lille Métropole has identified an economic strategy document for the territory from 2005 to 2013; it supports the development of metropolitan key economic sectors and especially innovative textiles and fashion.

One of the Metropolitan Plan's actions is to support the INNOTEX incubator, an association founded in 1997, whose specific objective is to support project developers in the innovative textiles sector. While this association is able to develop businesses, its first role is to support the creation of innovative businesses.

Other structures, such as the network of business incubators, monitor young companies, provide accommodation and adapted services after the companies have been set up.

As with SPINPARK, the Implementation Plan should enable young innovative textile companies, supported by INNOTEX, to have privileged access to accommodation and monitoring by business incubators, without recreating a new structure or constructing a new building.



Workplan to deliver the Implementation Plan

The Implementation Plan consists of coordinating the actions of INNOTEX and les Ruches du Nord to provide more efficient services to innovative textile business creators, from the emergence of projects within INNOTEX (and CETI) to developing companies in the business incubator in Tourcoing. This means agreeing on what kind of services each facility provides to project developers and young entrepreneurs, and offering accommodation both ante and post creation of the enterprise in CETI and in the business incubator in Tourcoing.

The workplan:

First 2015 semester: sharing information related to the different service offers of the two organisations

Second 2015 semester: organising and formalising (in a partnership convention) the joint services provided to the innovative textile business creator. Formalising the agreement by the two partner decision bodies (the Boards)

Early 2016: implementation of the joint service offer.



Funding sources

The main source of funding will be the Metropolitan Plan for Economic Development (PMDE) 2005-2013.



Formal adoption of the Implementation Plan

Implementing the plan requires the formal agreement of decision-makers from INNOTEX and les Ruches du Nord (business incubators).

In 2014 this agreement will be formalised by ad-hoc policy decisions from each side, based on a shared action plan. After the agreement, both parties will sign a convention laying down its rules in detail.



Agency for regional and economic development – Vratsa (BG)



Implementing partner:

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Delivering partner:

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Policy theme:

Fostering incubation and start-ups in the T&C sector



Chosen Good Practice : INNOTEX, Roubaix, France

INNOTEX, a non-profit organisation, is a unique French textile incubator with more than 10 years' experience in providing support for the set-up of innovative textile companies. INNOTEX supports business developers from Lille Métropole area and other regions, or even from abroad, willing to start their companies in a professional and sustainable way in the Lille Region.

Textile expertise provided by INNOTEX results from its close collaboration with a wide network of professionals and organisms; its integration into the European Centre for Innovative Textiles (CETI) since 2013 allows INNOTEX to reinforce its strategic position in an advanced textiles cluster.

The identification of new projects relies on existing networks – such as social networks and Internet forums for generating prospects; professional and academic networks; project developers' meetings; and fairs dedicated to incubation and business creation. Projects are selected by a special committee bringing together institutional funders, professionals and entrepreneurs from textile and incubation companies.



Link of the selected GP to the local/regional strategy of the implementing partner:

A. Vratsa District Development Strategy 2014-2020 aims to improve the business environment and promote economic growth, improved employment opportunities and more investments in local companies.

(Local level – NUTS III) First strategic goal at local level: Encouraging and developing a competitive, local economy

Priority 1.2 – Promoting entrepreneurship and opening new local companies and clusters

Measure 1.2.2 – Promoting the establishment of new micro and small companies in the region, including using the initiatives for Business Incubators and Business Park creation

Measure 1.2.5 – Supporting the process of building regional clusters and business networks

Priority 1.3 – Attracting local and foreign investments in sectors with high value added in industry and high-tech activities

Measure 1.3.3 – Promoting the creation of conditions for the development of new businesses by participation in Public-Private Partnerships.

B. Regional Plan for Development at regional level – Northwest Bulgaria – for 2014-2020. The Regional Plan focuses on providing:

- targeted support for existing small- and medium-sized businesses (SMEs) (Priority 1.1)
- increased entrepreneurial activity at the local level for the creation of new SMEs (Priority 1.2), and
- implementation activities related to attracting new investment (local and foreign) that will introduce fresh capital into the local economy, particularly in manufacturing (including high-tech activities) that generate products with high added value (Priority 1.3).

Both strategic documents create conditions for fostering entrepreneurship, industrial research, specialized economic development, innovations, technological transfer to firms and access to financial support. Special support is provided to increase investments in innovation, research and technological transfer by SMEs. Objectives of the strategy include full and qualified employment, investments in human capital and research, improved entrepreneurship, integration and social cohesion, and lifelong learning.



Workplan to deliver the Implementation Plan

The overall strategy includes actions for creating conditions not only for accommodation but also for access to expert support and effective services: analysing the current situation in the T&C sector in the region and needs assessment; engaging decision-makers in ensuring legal support for building or reconstruction of premises for business incubators; preparing the plan for management and selection of staff and experts; preparing selection criteria for business developers and innovation companies, and individual plans for support and monitoring for starting their business in a professional and sustainable way. The strategy aims to involve textile professionals, experts and textile faculties at technical universities, research labs and cluster members in the process of fostering entrepreneurs and business developers; provide them with expertise and technical support for funding their projects, opportunities for exchange experience with successful innovative companies from INNOTEX.

The work plan includes the following actions:

For the first two years:

1. drafting a concept for the Business Incubation Centre – real and virtual (project proposal)
2. seeking eligible funding sources: call for proposals or other sources of funding – foreign and local investors, municipal and state support
3. consulting all stakeholders and involving them in the discussions and making commitments
4. close communication with GP owner for interregional cooperation and using advice from the transfer process
5. developing a working programme
6. assigning staff and developing an incubation model

For the rest of the five-year period:

1. expanding the activities of the Incubation Centre
2. presenting and advertising the Centre
3. recognising the Centre as a leading innovation and business institution



Possible funding sources

Funding will be sought from sources including structural funds, national funds, international and bilateral programmes.



Formal adoption of the Implementation Plan

The Implementation Plan could be formalised by the main participants signing a Letter of Intention. The Letter of Intention will give the framework of joint efforts of all stakeholders in the process of implementing the GP. ARED-Vratsa will coordinate this process and organise the first meeting.



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Delivering partner

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Policy theme:

Fostering incubation and start-ups in the T&C sector



Chosen Good Practice : INNOTEX, Roubaix, France

INNOTEX, a non-profit organisation, is a unique French textile incubator with more than 10 years' experience in providing support for the set-up of innovative textile companies. INNOTEX supports business developers from the Lille Métropole area and other regions, or even from abroad, willing to start their companies in a professional and sustainable way in the Lille Region.

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The identification of new projects relies on existing networks – such as social networks and Internet forums for generating prospects; professional and academic networks; project developers' meetings; and fairs dedicated to incubation and business creation. Projects are selected by a special committee bringing together institutional funders, professionals and entrepreneurs from textile and incubation companies.



Link of the selected GP to the local/regional strategy of the participating partner

The most important strategic documents for this programming period of the Lodz Region are:

1. Regional Innovation Strategy for the Lodz Region 2030 (RIS LORIS 2030)
2. Regional Operational Programme for the Lodz Region for the years 2014-2020 (ROP LV)
3. Development Strategy for the Lodz Region 2020.

Regional Innovation Strategy for the Lodz Region 2030

The strategic objectives, proposed for implementation within the RIS LORIS 2030, have been correlated with the needs identified in the diagnosis and the results of the SWOT analysis; these objectives stem from the need to include additional aspects arising from the generally applicable directions for development. The basis for the development of operational objectives was to identify barriers in specific areas related to the implementation of innovation and the conduct of regional innovation policy. RIS LORIS 2030's key task is removing barriers at the regional level; therefore, the proposed operational objectives and related activities are associated primarily with obstacles identified at the regional level, namely those which regional authorities can realistically and directly influence.

The system of operational objectives has been prepared in relation to the three main priorities proposed for the RIS LORIS 2030; these are:

Priority 1. Regional specialisation – including key sectors, the driving forces of development of the region.

Priority 2. Innovation for potential development – including the widespread use of innovation in all areas and industries operating in the region, in addition to regional specialisation.

Priority 3. Innovation management in the region – including improving the effectiveness of innovation policy in the region and creating conditions for developing innovation in the region.

The justification for the implementation of Priority 1. Regional specialisation

The strategic objective under this priority is to build a competitive advantage – driving forces of economic development, characteristic of the Lodz Region. Regional specialisation should result from the potential of the region, and should become a driving force in the future, leading its development. Given the general trends of development in the world, the most desirable route for Lodz Region's economy is a strong and consistent policy for the development of new technologies and innovation in every sphere of life, but especially in areas with the greatest potential for the development of the region. Entities that have high growth potential due to the ready market, access to qualified personnel and technologically adequate equipment, must function in the designated areas. In the Lodz Region, the potential of individual sectors has been carefully analysed in preparing the update to the Development Strategy for the Lodz Region 2020. Industries that have particular potential for development and scientific innovation have been selected to become the driving forces of regional growth.

These are:

- the medical industry, pharmaceuticals and cosmetics (including health-resort medicine)
- energy (including EE, RES)
- **modern textile and fashion industry (including design)**
- advanced construction materials (including design)
- innovative agriculture and agri-food industry
- IT and telecommunications.

• Operational objectives for the implementation of Priority 1: Regional specialisation

Within Priority 1 Regional specialisation, five operational objectives for the stages of creating innovation will be performed, within which 15 measures have been identified.

• Operational objective 1: Building awareness of regional specialisation

The objective will be achieved by implementing the following measures:

- Measure 1.1.1. Integration of key industries in the area
- **Measure 1.1.2. Experience exchange programmes at national and international levels**
- Measure 1.1.3. Promotion of key industries.

ROP LV for the years 2014-2020

The priority axis ROP 2014-2020, **Innovation and competitiveness**, combines a range of interventions CT 1 – promoting research, technological development and innovation; and CT 3 – improving the competitiveness of SMEs, the agricultural sector, fisheries and aquaculture. Actions to be implemented in the Priority Axis will be financed by the European Regional Development Fund (ERDF). Combining the two CTs in one of the priority axes is justified due to the complementarity planned to implement the types of projects; it envisages support for infrastructure and activities in R&D (CT1) and the implementation of innovation in enterprises (CT 3).

Priority Investment (PI) 3.1. Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and promoting the creation of new businesses. The specific objective is to support emerging businesses. Supporting activities under priority investment 3.1 is two-fold, since its range includes both the intervention concerning financing SME start-ups, and the creation and development of infrastructure for economic development.

Examples of the types of projects envisaged under PI 3.1:

- Supporting business incubators (with the support of capital start-ups)
- Supporting investment start-ups (using feedback instruments and grants)
- Arranging and preparing investment areas, including equipment investment, construction or modernisation of the transport system of the investment area.

Cross-financing:

Cross-financing will be used as a part of 3.1 to increase efficiency or effectiveness in achieving these goals and objectives.

The main types of beneficiaries are:

- local government entities, unions, agreements and associations of local government units
- entrepreneurs
- general business environment.

The main target group:

- entrepreneurs.

Territorial area of implementation:

Support in PI 3.1 will be included for the whole the Lodz Region.

Development Strategy for the Lodz Region 2020

Development Strategy for the Lodz Region 2020 is the most important document setting out the vision of the regional government development objectives and the main ways of achieving them under existing conditions. This is the most important regional government action plan in the system of regional policy.

An updated Lodz Region Development Strategy 2020 shows vision and mission and priorities for development of the region, and serves as a directory for local authorities, scientific and business communities, NGOs and other institutions, and for all the inhabitants of the region. It also has an important coordinating role for the other programming and planning documents created at regional level. The diagnosis layer provides a compendium of knowledge about the region, which serves as information and promotion.



Strategy and workplan to deliver the Implementation Plan

INNOTEX fits into the Development Strategy for the Lodz Region 2020 and RIS LORIS 2030. This could be funded under the ROP for the Lodz Region for the years 2014-2020. Calls for proposals will begin in 2015.

The draft ROP 2014-2020 Lodz is based on the 'Legislative package' for cohesion policy 2014-2020, presented by the European Commission (EC). It includes the modifications introduced during the various stages of negotiation. The package included detailed arrangements for all funds of the Common Strategic Framework (CSF), including the ERDF and European Social Fund (ESF). These include provisions for the mission and objectives of the cohesion policy, the financial framework, the detailed arrangements for programming, reporting, and management and implementation of projects. Funds supporting the aims of the Europe 2020 strategy will focus on areas relevant to the development of the country, as indicated in the Recommendations of the Council of the European Union (EU) and the National Reform Programme (NRP) for the implementation of the Europe 2020 strategy. They will, therefore primarily support the innovation economy, the competitiveness of individual industries and sectors, promote energy efficiency, strengthen the economic

activity of society and provide the opportunity to complete projects launched in recent years, and to develop the transport infrastructure. The draft ROP 2014-2020 also includes records arising from the Project Partnership Agreement – a document presented by the Ministry of Regional Development (MRD); this determines the shape of Cohesion Policy in Poland from 2014 to 2020 and shows how to achieve the country's development goals using EU funding.



Funding sources

Funding will be sought from sources including structural funds and national funds.



Formal adoption of the Implementation Plan

Lodz Region is committed to creating the ROP for 2014-2020. ROP gives the opportunity to implement actions like INNOTEX. The EU will contribute funds to support the projects implemented under PI 3.1 Promoting entrepreneurship. Implementation of the PI 3.1 in the Lodz Region aims to create appropriate conditions for entrepreneurship development especially in the initial period of its operation and to conduct business activities in the region. Lodz Region will open first calls in 2015. PI 3.1 provides a selection of projects for funding on a competitive and non-competitive basis. Beneficiaries could be local government entities, unions, agreements and associations of local government units, entrepreneurs and the general business environment.

**Implementing partner:**

KTU Regional Science Park Ramune Guogienė ramune@kct.lt

**Delivering partner:**

Lille Métropole Stéphane Castelein scastelein@lilleMétropole.fr

**Policy theme:**

Young entrepreneurship and innovative business models

**Chosen Good Practice** : Maisons de Mode project (MdM)

The Lithuanian partner has identified the Good Practice (GP) from the **Maisons de Mode project (MdM)**. This GP is supported by the cities of Lille and Roubaix, Lille Métropole, the Regional Council Nord-Pas de Calais and Nord département. The project consists of installing and mentoring about 30 designers in renovated workshops or boutiques in up-and-coming neighbourhoods in both cities. The project is managed by the MdM Association with dedicated commercial space (rented by Lille Métropole) and services (12 staff) at its disposal. The objectives of the MdM project are:

- identifying and shepherding fashion designers wanting to develop their own label
- breathing new life into two neighbourhoods in Lille and Roubaix currently in transition
- acting as a catalyst for a movement where the Lille Metropolitan Area is nationally and internationally renowned as a territory with fresh creative talent.

**Link of the selected GP to the local/regional strategy of the participating partner**

Following the opinion of the Committee of Regions of the EU in 'Closing the Innovation Divide', regional innovation ecosystems are operating as testbeds for rapid prototyping of many types of user-driven innovations, based on transformative and scalable systems. The GP selected matches the criteria in several strategic documents for the development of the Lithuanian economy:

- Lithuanian Export Development Guidelines for 2014-2020 were approved by the Minister of the Economy of the Republic of Lithuania on 27 January 2014. One of the main priorities in the Guidelines is to give special priority to start-up companies, helping them develop their competitiveness and the special skills of employees in those companies.
- When promoting the creation and implementation of innovation, particular focus is placed on cooperation between business and science, protection of intellectual property, and clustering of innovative companies. This is also relevant for the selected GP.
- The priorities of the Lithuanian innovation policy have been clearly defined in the Lithuanian Innovation Strategy for 2010-2020. Education of a creative and innovative society is one of the strategy's key objectives. The regional innovation ecosystem is relevant for implementing the selected GP in Lithuania as the Lithuanian economy is closely related to the fashion industry sector: Lithuania is a relatively small country with only around three million inhabitants, and its T&C companies employ around 27,000 professionals who generate over EUR 1.2 billion every year. The Lithuanian fashion industry's production increased by almost 40% between 2009 and 2013. Overall, export volumes of the Lithuanian T&C sector increased by about 8.8% in 2013; this is the largest growth among all commodities in Lithuania. New companies and business models are

augmenting the fashion sector in Lithuania and supplementing the traditional sewing industry with modern and premium added-value services. The Business Service Network in Lithuania (11 Science Parks, 27 business information centres and 6 business incubators) ensures access to quality services for businesses and business people across Lithuania and may serve as a good support for GP implementation.



Strategy and workplan to deliver the Implementation Plan

GP implementation should cover the following steps:

1. Selecting designers. Parties involved: training institutions, business SMEs
2. Establishing and allocating premises for selected designers. Parties involved: designers, Municipality
3. Training designers in specific fields. Parties involved: training institutions, government support institutions (Enterprise Lithuania)
4. Developing the competitiveness of selected designers (fashion start-ups) at national and international levels. Participation in fashion fairs and competitions in Lithuania (Mados Infekcija, Baltic Fashion & Textile) as well as selected fairs abroad. Parties involved: participating designers, Enterprise Lithuania, clusters

The selected GP in Lithuania could be implemented within the following time frame:

1. Months 1-6: install premises suitable for House of Fashion (prototype of Maisons de Mode in Lithuania)
2. Months 1-6 (in parallel): analyse best practices of similar establishments in Lithuania and EU
3. Months 7-8: select 20 designers or creative people interested in establishing a Fashion Company
4. Months 9-32: House of Fashion in the region is fully established and fully operational
5. Months 33-56: selected start-ups become fully operational
6. Months 57-60: final evaluation of the first strategy implementation stage of the project



Envisaged funding sources

The strategy should be evaluated on a cost and value-added basis. Intangible assets such as new job creation should also be considered. Amount needed: EUR 4.76 million of invested funds.

Implementation stages 1-2 (Months 1-6) EUR 3.85 million:

- Feasibility study, technical arrangements: EUR 500,000
- Installing premises: EUR 3 million
- Installing production equipment needed to operate in a fashion house: EUR 300,000
- Best practice analysis: EUR 50,000

Implementation stage 3 (Months 7-8): EUR 100,000:

- Selection of designers for participation in fashion start-ups programme: EUR 100,000

Implementation stage 4 (Months 9-32): EUR 400,000:

- Costs of free use of premises and equipment: EUR 250,000
- Costs related to training and participation in trade fairs, etc: EUR 150,000

Implementation stage 5 (Months 33-56): EUR 400,000

- Cost of free use of premises and equipment for new companies: EUR 250,000
- Costs related to training and participation in trade fairs for new companies etc: EUR 150,000

Implementation stage 6 (Months 57-60): EUR 10,000

- Project evaluation: EUR 10,000



Formal adoption of the Implementation Plan

The main active participants are national and regional authorities, state institutions promoting business development, fashion schools and trade associations operating in the fashion sector. **Vilnius City (or possibly Kaunas or Klaipeda City) Municipality** should **formally adopt the Implementation Plan**:

1. The Municipality Department in charge must carry out a feasibility study to identify premises for GP and all possible stakeholders involved in the project.
2. Detailed cost analysis of the implemented GP should be completed.
3. Public consultation on the GP should be arranged with interested stakeholders in the form of one or two seminars or open meetings.
4. The detail of the planned GP should be publicly announced giving citizens and public organisations the opportunity to contribute or make notes. It should be available on the municipality's website for at least two months before the formal adoption takes place.
5. Related governmental institutions (the Lithuanian Ministries of Economy and Culture, Enterprise Lithuania) as well as banking institutions should be involved to spread the possible financing of the Strategy implementation.
6. Formal adoption is to be made by the Council of Vilnius City Municipality (or alternatively by an adequate body in Kaunas or Klaipeda City Municipalities).



Implementing partner:

Winchester School of Art, University of Southampton

Clio Padovani – cp4@soton.ac.uk



Delivering partner:

Agency for regional and economic development (ARED), Vratsa, Bulgaria

Nesrin Doneva – arir-vr@bitex.com; arir.vr@gmail.com



Policy theme:

Support young entrepreneurship and innovative business models in the T&C sector



Chosen Good Practice : PASSAGE, Vratsa, Bulgaria

Recently many companies in the T&C sector in Bulgaria have reduced the number of jobs, and the funds available for qualifications, innovation, and modernisation. Conversely, the mobilisation of local resources and their effective use, flexibility and adaptability are very important to increase the competitiveness of companies.

The PASSAGE project aims to support industrial SMEs in the T&C sector to better preserve and manage core industrial knowledge and enhance their competitive position through better capitalisation of knowledge-based advantages.

The PASSAGE project has developed a web-based Capability Management Platform. The platform provides economic development agencies, SMEs and freelance operators with an online tool that can be used to define the skills and know-how available in the region.

Contact: Maya Milova/Nesrin Doneva, CCI-Vratsa, cci-vr@online.bg; www.cci-vratsa.org



Link of the selected GP to the local/regional strategy of the implementing partner:

Economic policy in South Hampshire is managed by the Solent LEP (<http://solentlep.org.uk/>) which published its strategic economic plan in spring 2014. Its priorities include support for new enterprise, inward investment, skills development, building on sustainable knowledge assets to support **innovation**.

Creative Network South (CNS) was launched in 2010 as a sector-led partnership to support the development of the creative economy in South Hampshire. The partnership includes businesses, sector support agencies, universities and local authorities. CNS has worked to implement the Partnership for Urban South Hampshire (PUSH) and the Creative Industries Development Framework (CIDF). (PUSH is a local-authority partnership that was responsible for economic development policy in South Hampshire before the LEP was formed.) The CIDF identified the strength of local university fashion schools as a key factor driving business incubation and employment growth in the creative sector. The aim of CNS is to promote employability and entrepreneurship within creative industries in the Solent economy. This is being achieved by delivering projects which support sector growth and relate to data and intelligence, knowledge and technology transfer (partnership working with universities), business support, the provision of affordable workspace accommodation, access to finance, skills development, access to markets and place making.

http://www.push.gov.uk/consultation_draft_creative_industries_document-3.pdf

The PASSAGE project has potential to complement CNS workstreams relating to the development of specialist business support for the fashion T&C sector, skills development and access to markets.

The tool could be of value to the Solent area, as it may be able to be used to support T&C industry development in three ways:

- It could provide a means of cataloguing the skills and expertise of SME businesses, freelance contractors and recent graduates based in the Solent area who are seeking opportunities in the fashion T&C sector.
- It would provide a tool to promote the skills and expertise of Solent-based fashion and textile businesses, freelancers and graduates to commissioning managers in London and other international markets.
- The tool will help SMEs, freelancers, and Higher Education Institutions (HEIs) to understand and address the skills needs of high-value labels and commissioning organisations in the Fashion and Textile sector regionally and further afield.



Strategy and workplan to deliver Implementation Plan

The workplan will focus on three objectives:

Governance and building collaborative support for the project – the T&C sector in South Hampshire is relatively small. No single organisation is in a position to deliver the project in isolation; however, collaborative delivery may support the goals of universities, business development organisations and businesses. The first stage of the project will therefore be to work with CNS and partner universities to explore the extent to which a collaborative appetite to deliver the project exists.

Goal by Nov 2014 – to identify partners committed to project delivery

Project assembly, securing project funding, marketing and promotion – if partners decide to develop the project, a lead partner responsible for delivery will be appointed and a project board reporting to CNS will be established. An initial delivery plan will be prepared identifying budget and funding sources, and mechanisms for delivery. If this is approved and funding identified, the project would proceed to delivery in 2016.

Goal by Nov 2015 – to gain commitment to a delivery plan from the project board and CNS, and secure project funding.

Operation and Delivery – the lead partner will be responsible for project delivery, operational management, and reporting progress to the project board, CNS and the LEP. Measures of success would include:

- registration by graduates, freelancers and businesses wishing to promote their skills and expertise
- use by businesses, in particular high-value labels and commissioning managers seeking to source skills and expertise
- the successful brokerage of connections leading to the award of contracts, commissions and job offers.



Funding sources

Funding will be sought from sources including the LEP, Arts Council England, universities, local authorities, City Deal, ERDF and European Social Fund (ESF).

The project may be subject to a standalone funding application or may be embedded in the development of a more general approach to support for the creative economy in South Hampshire.



Formal adoption

The delivery of the implementation plan would be the legal responsibility of the lead partner identified in consultation with CNS. The role of CNS would be as an advisory body.

The lead partner would gain authorisation from its Board prior to formally agreeing to lead the project assembly phase, and again before entering into any legal agreements.



Implementing partner:

Pannon Business Network – Andrea Kurucz andrea.kurucz@pbn.hu



Delivering partner:

University of Southampton – Clio Padovani c.padovani@soton.ac.uk (Textile Centre of Excellence, Creative Industry Finance)

Lille Métropole – Stéphane Castelein scastelein@lilleMétropole.fr (INNOTEX)

Prato Municipality – Mr Alessandro Fontani info@PLUSTEX.eu (SMEs Internationalisation in Tuscany)

Textile Museum of Prato Foundation – Mr Filippo Guarini f.guarini@museodeltessuto.it (Nana Bianca)



Policy theme:

Young entrepreneurship and innovative business model / Fostering T&C incubation and start-ups / Increase level of art, design and creativity into market production



Chosen Good Practices : Textile Centre of Excellence + INNOTEX + Nana Bianca + Creative Industry Finance (CIF) + SMEs Internationalisation in Tuscany

Textile Centre of Excellence – Leeds City Region in Yorkshire, northern England, is home to nationally and regionally significant areas in textile manufacturing in woollen and worsted fabrics. Leeds City Region sponsors the Textile Centre of Excellence which is a large centre with a wide range of textile-oriented training and services such as supporting business graduate start-ups in purpose-built units, providing services in the frame of the Design Incubator, organising training programmes, practical support provided by local business mentors in the form of laboratories, a clothing studio and a digital printing studio.

Contact: Richard Axe enquiries@textilehouse.co.uk <http://www.textile-training.com/>

INNOTEX, a non-profit organisation, is a unique French textile incubator with more than 10 years' experience in providing support for the set-up of innovative textile companies. INNOTEX supports business developers from Lille Métropole area and other regions, or even from abroad, willing to start their companies in a professional and sustainable way in the Lille Region.

Textile expertise provided by INNOTEX results from its close collaboration with a wide network of professionals and organisms; its integration into the European Centre for Innovative Textiles (CETI) since 2013 allows INNOTEX to reinforce its strategic position in the advanced textiles cluster.

The identification of new projects relies on existing networks – such as social networks and Internet forums for generating prospects; professional and academic networks; project developers' meetings; and fairs dedicated to incubation and business creation. Projects are selected by a special Committee bringing together institutional funders, professionals and entrepreneurs from textile and incubation companies.

Contact: Sylvain Gérard (director) sylvain.gerard@innotex.fr <http://www.innotex.fr>

Nana Bianca is an Italian start-up accelerator that works in a digital environment favouring the development of start-ups based on innovative business models in Florence, set up by the former founders of Dada. Nana Bianca's support can last between three and nine months. During this period, Nana Bianca gives start-ups everything they need to grow and develop their business: a physical space where ideas and people can thrive in an efficient environment; experiences of a team with a strong online marketing know-how, customer acquisition, traffic management, e-digital PR services, optimisation of the purchasing process and metrics, fiscal and legal consulting services, access to our wide network of Italian and European venture capitalists and investors.

Contact: Hagaj Badash hagaj.badash@Nana Bianca.it www.Nana Bianca.it

CIF – the UK government considers the creative industries a growth area, important in rebalancing the economy. Policy interventions are needed to bridge the economic and cultural policy sectors. CIF was launched in May 2012 to provide access to finance for SMEs operating within the cultural or creative industries. Arts Council England assesses applications against these criteria: relevance of creative content to the core business activity, quality of the creative content, potential of the business. The funding is expected to support around 25 businesses with an average loan value of GBP 8,000 per business. Loans for working- or fixed-capital expenditure or both can be up to GBP 25,000 repayable over one, two or three years at an APR of 10%.

Contact: info@creativeindustryfinance.org.uk
<http://www.creativeindustryfinance.org.uk/>

SMEs Internationalisation in Tuscany – the programme focuses on a specific measure activated by Tuscany Regional Government: 'Call for the support of the internationalisation process of small- and medium-sized enterprises'. This public call was launched at the end of 2011, allowing SMEs in the regional territory to submit project proposals. The aim of the call is to support the internationalisation of SMEs, including their associations, by supporting investment programmes in countries outside the EU. Applications from a single enterprise must be between EUR 15,000 and EUR 150,000,. For consortia, the limits are between EUR 50,000 and EUR 400,000. Eligible SMEs are funded by a grant of 50% of total project costs.

Contact: Donatella Cicali donatella.cicali@regione.toscana.it www.regione.toscana.it



Link of the selected GP to the local/regional strategy of the implementing partner:

Pannon Business Network Association (PBNA) as PLUSTEX partner is responsible for identifying T&C Good Practices (GPs) in the West-Transdanubian Region. The region consists of the three counties Vas, Zala and Győr-Moson Sopron. PBNA as been contracted by the Municipality of Vas County for the elaboration of Vas County's Economy Development Strategy for the 2014-20 period. The strategy focuses on five main programmes, one of which is the Entrepreneurs Development Programme. PBNA aims to integrate specific parts of the selected five GPs into this specific sub-programme of the County's Development Plan. The strategy of the Implementation Plan is to demonstrate to our local decision-makers how the PLUSTEX GPs connect to the Regional Development Plan of Vas County, and to highlight the importance of the already available and successfully realised international programmes which enable the county to get closer to its three main goals: quality of life, liveable environment and value creation.



Workplan to deliver the Implementation Plan

At the end of May 2014 the Economy Development Plan of Vas County – containing PLUSTEX-related measures and accompanied by local events and continuous cooperation with policy experts – was delivered to the General Assembly of Vas County.

By late autumn 2014, 25 strategic projects will be worked out in detail.

In 2015 these local programmes will start and be continuously monitored until 2020.



Funding sources

The main source of funding will be Vas County's ROP 2014-2020.



Formal adoption of the Implementation Plan

The formal adoption follows through the final approval of the Economy Development Plan of Vas County. In the second half of 2014 the Development Plan will be approved and the first steps of realisation launched.



Implementing partner:

AMAVE – Portugal – António Quintão antonioquintao@amave.pt



Delivering partner:

Winchester School of Art, University of Southampton, UK – Paul Whittaker
p.whittaker@soton.ac.uk



Policy theme:

Support young entrepreneurship and innovative business models in the T&C sector



Chosen Good Practice : Huddersfield Textile Centre of Excellence

<http://www.textile-training.com/> enquiries@textilehouse.co.uk

The textile industry is one of the traditional and historically significant sectors of the Portuguese economy. This sector has been among the first to feel the negative effects of fluctuations in the global economy. Strong competition in international markets, although posing a threat, may also be an opportunity to revive the sector. Amave, in the Northern Region of Portugal, is where the overwhelming majority of the T&C companies are concentrated, particularly in the Vale do Ave, Lima and Cávado.

The overall aims of the selected GP (Huddersfield Textile Centre of Excellence) are to provide support to regional and national companies, enabling creative experimentation and innovative practices, supporting young designers and fostering cooperation between local mills, textile entrepreneurs and fashion designers. The Textile Centre of Excellence generates finance to provide a complete set of services via fees, renting, service provision and public funding. In the region of Vale do Ave, several infrastructures have been identified for creativity, experimentation, innovation and design. Greater effort must be made to improve cooperation with local companies and increase the levels of funding. There are also well-known gaps in knowledge transfer, e-learning and advanced training in the T&C sector. This GP has the capacity to support these objectives.



Link of the selected GP to the local/regional strategy of the implementing partner:

The Portuguese region gathers appropriate conditions for productive investment, trade, logistics and technological features as well as technical and social infrastructure essential to innovation and entrepreneurship. Examples include exporting companies and experienced entrepreneurs, qualified technical staff, technological centres, science and technological parks, vocational schools, entrepreneurial associations and higher education establishments. The population is the youngest in the country. Human resources, logistics and available infrastructures are adequate to support business projects. It also has assets of knowledge and experience in industrial management, cultural and sporting facilities – essential to ensure quality of life.

The network of higher education, science and technology, integrating universities and polytechnic institutes, centres and research institutes, today exemplify quality and ability to connect with companies, with more joint projects between companies and institutions for R&D. One of the main characteristics of the Textile Centre of Excellence is its capacity to improve cooperation with local companies and increase levels of funding, expertise in training programmes, and the Textile Innovation Knowledge Platform, which has been developed to allow for e-learning and knowledge sharing.



Workplan to deliver the Implementation Plan

The Implementation Plan will be delivered by:

- 1) defining a network involving stakeholders, AVEPARK, Fábrica de Santo Thyrsó, University of Minho and municipal councils (AMAVE is the aggregating entity)
- 2) creating an e-learning platform involving the ALGORITMI centre and 2C2T of the University of Minho
- 3) promoting the selected GP from companies' GPs
- 4) agreeing a delivery plan and budget with partners, including governance.



Funding sources

The main source of funding of the Implementation Plan will be funds at the regional, national and European level (2015-2017).



Formal adoption of the Implementation Plan

The Implementation Plan has been presented to the Amave Administration and will be adopted through a formal Act by the end of 2014.

CONCLUSIONS BY THE LEAD PARTNER

Paolo Guarnieri – Municipality of Prato

The PLUSTEX project has been one of a kind. At the time of conceiving the project, no major interregional cooperation project focusing on textiles and clothing (T&C) had ever been attempted, and public bodies dealing with T&C support policies had barely interacted on a European scale.

The first challenge was to extend the network of existing relations to include other as yet unconnected regions. An initial group of partners belonging to the ACTE Network of European Textile Collectivities Association (www.acte.net) searched further potential partners particularly in T&C regions in northern and eastern Europe, where the network was underrepresented. Using former contacts, consulting reports and surveys, or direct Google searches, several candidates were identified. However, quite a few candidates declined; we are uncertain whether this was because it was difficult to reach the decision-makers, or because explanations of the project by phone or email were clumsy, or because of widespread unfamiliarity with the idea of interregional cooperation.

The lucky ones who joined gave birth to a representative network of nine European partners from eight European countries: Italy, France, Portugal, Lithuania, Bulgaria, Hungary, Poland and the United Kingdom. This partnership featured different kinds of participants with complementary expertise:

- Public administrations: Prato Municipality (IT), Lille Métropole (FR), Lodz Region (PL), AMAVE – Vale do Ave Municipalities Association (PT)
- Universities: Kaunas Technical University (LT), Winchester School of Art (UK)
- Cultural foundations: Textile Museum of Prato (IT)
- Service providers: ARED – Agency for Regional and Economic Development (BG), Pannon Business Networks Association (HU)

The varying nature of the partners helped the project keep a wide-angle perspective on policy analysis. Six policy themes were chosen, two of which, tech-textile and design, are specific to T&C; the rest are transversal – they could be used to analyse policies to support any other industrial sector as well. The six themes chosen as conceptual ‘baskets’ to collect the Good Practices (GPs) were:

- young entrepreneurship and innovative business models
- high-quality, specialty and high-tech textiles and niche products
- increased art, design and creativity
- clustering and internationalisation
- eco-innovation and social responsibility
- incubation and start-ups.

With the themes, the project’s methodology was defined. The Interreg IVC programme’s mission is to finance projects that may improve the policy know-how of the public administrators, basically through mutual exchange of policy expertise. The programme supports interregional workshops, study visits, common studies or surveys, etc. – all kinds of networking actions, leaving each project free to choose its specific methodology.

Considering the short lifespan of the project and the wide range of themes at hand, the choice was to standardise the exchange and make it as straightforward as possible. Through a balanced combination of territorial surveys, desk work, stakeholder involvement and live exchanges, a series of Policy Learning Cycles (PLC) were structured, each focusing on a separate policy theme. Each Cycle would last some three months and culminate in a face-to-face meeting among the partners (interregional seminar and study visit). Each seminar would showcase the GPs of the partners, followed by a doodle vote for the best two or three. The hosting partner would in turn be the ‘expert’ partner for the theme, who would eventually redact a short report or thematic Guideline describing the selected GP with a short introduction to the theme.

The following are the 19 ‘outstanding’ GPs selected by the partners (and included in the present publication):

| POLICY THEME | GOOD PRACTICE | GOOD PRACTICE DESCRIPTION | DELIVERING PARTNER |
|--|---|---|--|
| Young entrepreneurship and innovative business models | Maisons de Mode | Support to young fashion brands | Lille Métropole (FR) |
| | SPINPARK | Business incubator | AMAVE – Vale do Ave Municipalities Association (PT) |
| | Textile Centre of Excellence | T&C advanced service provider | Winchester School of Art (UK) |
| | AVEPARK | Science and technology park | AMAVE – Vale do Ave Municipalities Association (PT) |
| | PASSAGE | T&C HR management | ARED – Agency for Regional and Economic Development (BG) |
| High-quality, speciality and high-tech textiles and niche products | MORATEX | Project management practices | Lodz Region (PL) |
| | Ecofoot | Ecological dyeing | AMAVE – Vale do Ave Municipalities Association (PT) |
| | Smart Specialisation and Technological Foresight for the Fashion Sector | Regional strategy | Prato Municipality (IT) |
| | CETI | European Centre for Innovative Textile | Lille Métropole (FR) |
| | Scottish Manufacturing Advice Service | ERDF programme to support T&C SMEs | Winchester School of Art (UK) |
| Increased art, design and creativity | TEXMEDIN | TEXTile and apparel MEDITerranean heritage for INnovation | Prato Municipality (IT) + Textile Museum of Prato (IT) |
| | Creative Industry Finance | Cultural and Creative Industries | Winchester School of Art (UK) |

| Policy theme | Good Practice | Good Practice description | Delivering partner |
|--|---------------------------|-----------------------------------|-------------------------------|
| Clustering and internationalisation | CLUBTEX | Cluster of technical textile SMEs | Lille Métropole (FR) |
| | SMEs Internationalisation | Regional supporting measures | Prato Municipality (IT) |
| Incubation and start-ups | INNOTEX | Textile incubator | Lille Métropole (FR) |
| | Nana Bianca | Start-up accelerator | Textile Museum of Prato (IT) |
| | Textile Incubation Centre | Incubator | Lille Métropole (FR) |
| Eco-innovation and social responsibility | Cardato Recycled | Eco-label | Textile Museum of Prato (IT) |
| | Fashion Enter | Social business incubator | Winchester School of Art (UK) |

GPs were selected following the INTERREG IVC programme definition that a good practice is ‘an initiative (e.g. methodologies, projects, processes and techniques)...which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.’ (INTERREG IVC Programme Manual p2 – available for download at <http://www.interreg4c.eu>). Nevertheless, the project adopted the definition with an open outlook – to take into account the multiplicity of initiatives put forward by the partners. As one can see, the selected GPs span a wide range of support actions: from incubators to science parks, cluster policies to internationalisation measures, research transfer facilities to advanced service providers, etc. These outstanding experiences vary widely in scope, timescale, budget and targets. They cannot be nailed down to theoretical policy categories of perfectly effective public-support measures just waiting to be replicated elsewhere. Innovation is somewhat more complicated than that.

That is why, while identifying GPs, an open approach to innovation was kept; this means to:

- dynamically take into account regional innovation ecosystems where public, private and society at large participate and contribute to growth
- recognise the non-linearity of innovation, which is often generated through cross-sectoral contaminations, informal exchanges and unstructured epistemic communities
- foster entrepreneurship, spin-offs and start-ups through specific public support measures and a continuous process of entrepreneurial discovery
- favour demand-driven innovation, as it emerges from society, and can be detected through public-private-research-people partnerships
- guarantee framework conditions for creativity and innovation, including adequate digital infrastructures, and encouraging experimentation through disruptive technologies and innovative business models.

Moreover, GP transfer plans (Implementation Plans) followed in the Smart Specialisation’s footsteps, advocating a series of conditions to design regional development strategies:

1. Analysis of regional context and potential
2. Governance
3. Vision for the future
4. Selection of priorities
5. Policy mix
6. Monitoring and evaluation.

In a similar fashion, PLUSTEX Implementation Plans were required to:

- focus on key regional priorities, challenges and needs for knowledge-based development
- build on each region's own strengths, competitive advantages and potential for excellence
- support technological and practice-based innovation and aim to stimulate private sector investment
- get stakeholders fully involved in delivering innovation
- be evidence-based and include robust monitoring and evaluation systems.

This ensured greater compliance of the Implementation Plans to the respective S3 strategies, increased relevance of the transfer and improved feasibility of the Plans.

As concerns capitalisation, or the transfer and implementation of GPs, one major indicator of interregional cooperation is the degree of 'mainstreaming' achieved. Capitalisation or mainstreaming is the process of translating lessons (or GPs) learnt through interregional cooperation into new policies at local, regional or national levels. Mainstreaming is the final goal of the policy exchange, and explicitly refers to implementing selected GPs through mainstream funds (e.g. ERDF funds from Regional Operational Programmes). This is quite an ambitious task for a number of reasons.

First, the duration of Interreg IVC projects is usually shorter than political cycles (3 vs 5 years, on average). This makes it difficult to synchronise the two: policy design cannot wait until Interregional Cooperation projects have completed and vice versa. Second, policy learning is a laborious process, requiring commitment of the policy-makers, translating lessons into (relevant) policy recommendations, and re-adapting successful policies to the local context. Third, constant socio-economic change (e.g. due to economic recession, increased unemployment, energy crisis, geo-political turmoil) makes it unlikely that policies from just a few years ago remain valid today. Revolutionised scenarios, social transformations, fewer funds, changed priorities make it impossible to apply former policy measures unless they have been significantly adapted to the new local context.

Moreover, as most interregional cooperation projects emerge bottom-up from the territories, they may or may not involve regions as partners. PLUSTEX involves a number of partners belonging to different administrative or functional levels – local, regional, academic, services, etc; these all need to involve regions in the transfer process to guarantee adequate political and financial support (e.g. through 2014-2020 ROPs). However, regional commitment is predicated on several factors which do not all depend on the partners. The relevance of the project, the quality of its results, and the effectiveness of its communication actions all play a role here. If not more relevant is the regional administrators' attitude towards interregional cooperation and its benefits, an attitude which can vary greatly from one region or person to another. Even so, the PLUSTEX Implementation Plans have tried to determine the best communication and mobilisation actions to win regional commitment both now and in the future.

A final word about the choices made by the partners. Although all policy themes were given the same importance throughout the project, not all themes appear in the Implementation Plans. Most Implementation Plans focus on just one theme: 'Young Entrepreneurship and Innovative Business Models', three on 'Fostering Textile and Clothing Incubation and Start-Ups', one on 'High-quality, speciality and high-tech textiles and niche products', and one on 'Increasing levels of art, design and creativity into market production'. This reflects the policy priorities of the partners, which shows a clear bias towards youth support policies and the creation of new jobs through self-employment and the creation of new enterprises.

The following table shows what GPs were chosen by the partners through the Implementation Plans:

| Partner delivering the Implementation Plan | Policy Theme | Good Practice |
|---|--|--|
| Prato (Municipality + Textile Museum Foundation) | young entrepreneurship and innovative business models + high-quality and high-tech textiles and niche products | Maisons de Mode (support to young fashion brands) + CETI (European Centre for Innovative Textile) |
| Kaunas Technical University | young entrepreneurship and innovative business models | Maisons de Mode (support to young fashion brands) |
| Lille Métropole | young entrepreneurship and innovative business models | SPINPARK (business incubator) |
| Vale do Ave Municipalities Association – AMAVE | young entrepreneurship and innovative business models | Textile Centre of Excellence |
| Pannon Business Network Association | young entrepreneurship and innovative business models + increase levels of art, design and creativity in market production + fostering textile and clothing incubation and start-ups | Textile Centre of Excellence + INNOTEX + Nana Bianca + Creative Industry Finance + SMEs Internationalisation |
| Winchester School of Art | young entrepreneurship and innovative business models | PASSAGE - (HR management) |
| Lodz Region | fostering textile and clothing incubation and start-ups | INNOTEX (Textile Incubator) |
| Agency for Regional and Economic Development – ARED | fostering textile and clothing incubation and start-ups | INNOTEX (Textile Incubator) |

At a time when youth unemployment is reaching alarming rates in many EU countries, paying attention to young entrepreneurship, incubators, start-ups, design and creativity is the timely message of the project. Trying to keep competitiveness by lowering costs and delocalising has just not worked. Social, environmental and ethical concerns are constantly growing, and a global rethinking of the economy is underway. While markets do appreciate quality and design, they also demand transparency and all-round sustainability. New innovative business models are developing, centring on customers – and entrepreneurs, too. Crowd-sourcing, demand-oriented productions, reduced-scale offers (long-tail), etc. are becoming commonplace. New business models require new skills, competencies and adequate digital literacy to be designed and implemented. Public bodies are required to invest in knowledge, research, and (specially young) human capital – and secure enabling conditions for creativity and experimentation – to support this new turn in the global economy.

