

Report on CUR tools development: Cross-fertilisation tools for potential and es- tablished (owner-operated) retail and small businesses

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ERDF PP3 HdM - Stuttgart Media University

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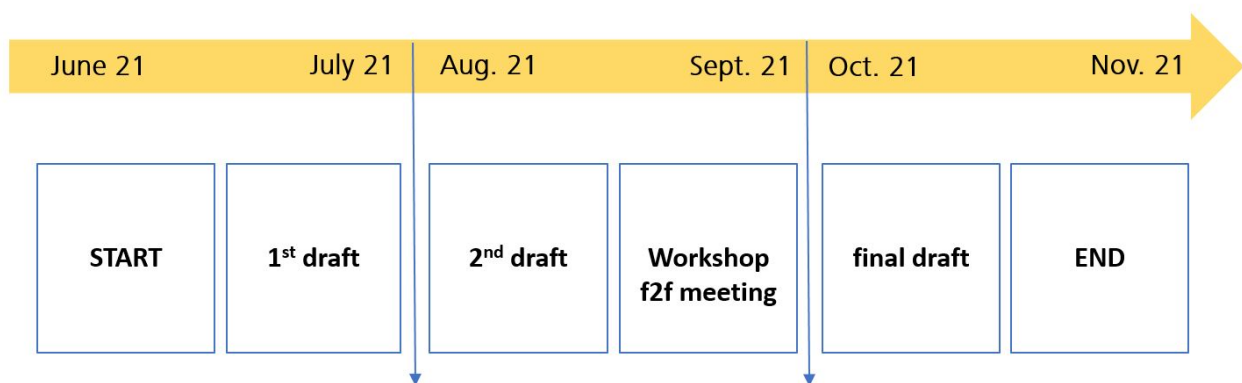
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1. Process of CUR tools development

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



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

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

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



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

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

Within the thematic group "Concepts and tools for revitalisation of urban retail and small businesses" the PPs from Kamnik, Gabrovo and Leonding developed for the deliverable D.T2.2.2 "Cross-fertilisation tools for potential and established (owner-operated) retail and small businesses" three CUR tools, which are presented in more detail below.

2. Results

2.1. KAMNIK: CUR tool “Empty Floorspaces for Creative Businesses”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input type="checkbox"/> Empty Floorspace <input checked="" type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Kamnik, Slovenia
Editor	Grit Ackermann (GZS/CCIS)
Last changes	19.7.2021

1. Name of the tool	Empty floorspaces for Creative Businesses
2. Aim of the tool	<p>Following goals will be addressed:</p> <p>The aim of this tool is identify empty floorspace that is of strategic importance for the revitalisation of the city centre / the city quarter to prepare an analysis of concrete vacant retail or business outlets, which can serve as basis for further revitalisation measures</p> <p>reach an agreement with the landlords about cooperation in revitalisation measures → activation of house owners and building of trust towards new revitalisation project</p> <p>Challenges and opportunities addressed:</p> <p>Many city centres have floor spaces that are empty for a long time, even in best locations. These spaces are not in the active offer at the market for various reasons. With this tool we will identify locations that are in locations that need revitalisation to keep or improve the liveability and attractiveness</p> <p>attractive for retail and small businesses</p> <p>owned by landlords willingly to actively market the space and do some necessary adaptations to bring the floor-space on the level necessary</p>

<p>3. Tool description</p>	<p>Main activities:</p> <ol style="list-style-type: none"> 1. with the tool we identify a number of empty locations that are of strategic importance for the revitalisation of the city centre (in cooperation with key stakeholders/municipality) <ul style="list-style-type: none"> ○ the manager of the floor space analysis defines the exact locations of strategic importance that shall be subject of the analysis with the municipality, the city manager or other key actors in city development ○ define the criteria or features of the vacant floor-spaces (size, suitable for what type of activities,...) depending on the planned revitalisation project ○ acquire the contact details of the owners of the selected locations ○ prepare information leaflet for the owners informing about revitalisation plans or other further measures, potential benefits, contact details 2. reach an arrangement with the owner of the empty space to have the space filled with a business <ul style="list-style-type: none"> ○ arrange meetings with the owners to learn more about why the space has been empty for a longer time, present the revitalisation project and the potential benefits for the owner ○ get some type of commitment from the owner for collaboration ○ make a thorough analysis of the space and agree with the owner about possible repair or renewal 3. Present the characteristics of the space in greater detail (pros and cons), visual presentation <ul style="list-style-type: none"> ○ The presentation for the target group depends very much on the planned revitalisation project. In our case, the target group are potential entrepreneurs in retail and small businesses looking for floorspace. ○ There should be a comprehensive description of the available floorspace with the possible usages (available for retail, retail for food, suitable for gastronomy etc.) with excellent pictures ○ To presentation of the floorspace should be integrated in the revitalization measures, e.g., the presentation is promoted with start-up incubators or hubs in the area or other counselling points for start-up companies
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	<p>4. A contact person for the potential entrepreneurs (e.g. the city manager) knows the floor spaces / the micro locations, can arrange visits, can give additional information (about support or subventions available) and helps the entrepreneur in making a decision</p> <ul style="list-style-type: none"> ○ The manager of the floor space analysis is the contact point for the follow-up revitalisation project <p>Recommended methods to be used:</p> <ul style="list-style-type: none"> • e.g. DT tools • the floorspace analysis needs to be fully aligned to the revitalisation project it serves for. In this context we recommend the use of the Context map Canvas
<p>4. Expected results</p>	<p>Direct effects</p> <ul style="list-style-type: none"> • Identification of floorspace in strategic locations that can be activated for the market • Educated person that helps potential tenants/businesses to make a decision • Visual presentation of the identified spaces • The analysis is starting point for targeted actions to revitalise these long-term empty floorspaces <p>Related side effects</p> <ul style="list-style-type: none"> • communication of idea/ pilot project • more knowledge about the reasons why retail and business outlets are empty for a longer period, data for political decision-makers
<p>5. Key roles involved</p>	<p>Responsible role for the tool usage (recommendation)</p> <ul style="list-style-type: none"> • key importance is the involvement of the municipality in the selection process of the empty floorspaces • important is that the floorspace owners have a trusted contact person, either at the project partner or at the municipality or another actor in the pilot location

	<ul style="list-style-type: none"> • this contact person is the expert for the empty floor-space and should be involved in any tools or measure to revitalise these empty floorspaces <p>People or organisations that should be involved (incl. roles)</p> <ul style="list-style-type: none"> • project partner • municipality or other key actor in the pilot location • city manager or urban planner, or someone from the tourist board of the city • maybe: a real estate expert, either an architect or an agency working with the real estate in the location
<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <ul style="list-style-type: none"> • identification of the strategic empty floorspaces with municipality or real estate agency or other actors in the pilot action - one month • contacting of the landlords and reaching an arrangement with them about cooperation for revitalisation - one to two months • description and visual presentation of the floorspaces for further revitalisation activities - one to two months
<p>7. Link to other tools</p>	<p>Integration in a leading tool concept or pilot phase</p> <ul style="list-style-type: none"> • This tool can be combined with a communication campaign about the available floorspaces and an invitation to potential entrepreneurs to discover the potential of the locations • There could be also special support or subvention programmes for businesses settling in these floorspaces <p>Recommendations for combinations with other tools</p> <ul style="list-style-type: none"> • The tool can be embedded in an existing or new support programmes and tools such as a voucher or subvention programme for entrepreneurs settling in these locations

<p>8. Good practices</p>	<p>References practical experiences with such a tool</p> <p>no comparable example found</p>
<p>9. Recommendations for piloting</p>	<p>Recommendations for piloting the tool</p> <ul style="list-style-type: none"> • The analysis is a complementary tool to any other measures to revitalise empty floorspace • A risk in the implementation is surely that the landlords are not interested, because they would need to invest in the floorspace to turn it into a space suitable for the market. It is Important to give the owners a benefit for investing

Add-on (optional):

Which trained DT tools could be used in this CUR tools

DT tools (trainings)

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



2.2. LEONDING: CUR tool “Grow & Show Process”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input type="checkbox"/> Empty Floorspace <input checked="" type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Leonding, Austria
Editor	PP13, PP10
Last changes	25.11.2021

1. Name of the tool	Grow & Show Process
2. Aim of the tool	<p>Following goals will be addressed:</p> <p>The goal of the tool is to revive and strengthen the city center by using public room for creative presentations, promoting the retailers and small businesses of the city (center), as well as fill the city center with life and ever-changing content and foster long-term collaborations.</p> <p>Theses creative platforms will draw in potential customers and showcase the available resources and businesses within the city.</p>
3. Tool description	<p>Main activities:</p> <p>1. Research on available presentation platforms within the city center The presentation platform can be for a pop-up marketing strategy, which range from designing a shop window, pop-up services etc. The platforms for these presentations can be e.g. a stage at farmer’s market, shop window, directly in the middle of the city center, façade,...</p> <p>2. Call for ideas</p>

	<p>Open call for ideas on (temporarily) designing the presentation platforms. Requirements for application:</p> <ul style="list-style-type: none"> • Cross-Collaboration Teams (1 business retail from Leonding / 1 creative industries) • Ideas revolving around the goods and services of a local business, interpreted by someone from the creative industries. <p><i>Process:</i></p> <ul style="list-style-type: none"> • Open Call • Applications will be rated based on pre-defined criteria (by a group of defined key-stakeholders) • The winning team will be informed and can start designing the platform • Feedback loops and possibility of consultations <p>3. Implementation of designs Designs will be visible for a defined amount of time, depending greatly on the platform: e.g.: at weekly farmers' market: 2 times shopping window design: 1 month Presentation and feature on local (social) media channels: 1 month</p> <p>Official documentation and dissemination through official channels of the city (Social Media, homepage)</p> <p>4. New Call for designs</p>
<p>4. Expected results</p>	<p>Direct effects</p> <ul style="list-style-type: none"> • Visibility of the available businesses, services and creativity which the city can offer • Quick and small-scale projects and collaborations, leading to a changing the look and feel of the city center

	<ul style="list-style-type: none"> • Community building • Low-barrier for new and innovative ideas • Reaching perfection faster through the courage of imperfection. • New point of interest within the city center, which will attract more people. <p>Side Effects:</p> <ul style="list-style-type: none"> • Positioning the city as an innovative, creative and vibrant location • Supporting regional economy • Creates positive place attitude and identification with the city • Collaborations between businesses/retailers and creative industries can lead to new and innovative business ideas, services and products
<p>5. Key roles involved</p>	<p>Responsible role for the tool usage (recommendation)</p> <p>Project team:</p> <p>Project managers:</p> <ul style="list-style-type: none"> • Research and ideation on available spaces • talk and negotiate with responsible departments (e.g. mayor for window at city hall), organisations (e.g. farmers’ market organizers) to find out of spaces are usable and define under which conditions • Promotion and motivation of businesses and creatives to participate • Match-making: Bringing teams of businesses/retailers and creatives together • Documentation, presentation and dissemination of outcomes • Support/consultation of teams <p>“Jury” to pick the winners:</p>

	<ul style="list-style-type: none"> • Agency for city development • Representative of respective presentation platform • Representative of CI (e.g. Innovationshauptplatz - AB member!) • To be defined
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<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <p>The duration will greatly depend on the ideas and their individual needs.</p> <p>Research and negotiations: 4 month</p> <p>The different platforms will be researched and identified and talks will be held with the responsible people and/or organisation to define conditions.</p> <p>At first this phase may take a little longer, as the framework to realize it might need to be adjusted. Also there might be several platforms in discussion at first.</p> <p>Call: 1 month</p> <p>The call will be open for 1 month and will be heavily promoted. After one month, a board of stakeholders will assess the applications and pick a winner.</p> <p>Implementation: individual</p> <p>Offering consultation slots and feedback loops by the project team, the implementation will vary depending on the platform. Generally, offering an array of platforms for a pre-defined amount of time (e.g. 1 month) to be featured and presented on.</p>
<p>7. Link to other tools</p>	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p>

	<p>This tool links to the Destill and Plant tool, as that tool may be the platform where businesses and creative industries meet and inspire each other to collaborate.</p> <p><i>Regional: Spot On:</i> Until the end of 2021, the City of Linz's Department of Economic Affairs and the Creative Region Linz & Upper Austria will jointly use the window spaces of vacant buildings in downtown Linz to present innovative young entrepreneurs. (https://creativeregion.org/events/spot-on-international/)</p>
<p>8. Good practices</p>	<p>References practical experiences with such a tool</p> <ul style="list-style-type: none"> • Creative Region Spot On https://www.spot-on-spot.at • Innovationshauptplatz https://innovationshauptplatz.linz.at/de-DE/projects/pop-up-store-2021-1 • Pop Up Schaufenster Graz https://www.echt-graz.at/ein-echtes-gemeinsames-pop-up-schaufenster/ • Pop UP Schaufenster und Stores München https://kreativ-muenchen-crowdfunding.de/h/Zwischennutzungen/Vergangene-Zwischennutzungen.html • Pop Up Schaufenster http://ideenwunder.at/store-sleeping-pop-up-store-bruno-bett/ • Badewanne Ragaz https://badewanne-ragaz.ch/ausstellungen/pop-up-schaufenster-2019
<p>9. Recommendations for piloting</p>	<p>Recommendations for piloting the tool</p> <p>-</p>

2.3. KAMNIK, GABROVO, LEONDING: CUR tool “Storytelling for New Retail and Small Businesses”

Project group <i>mark relevant group</i> <input checked="" type="checkbox"/>	<input type="checkbox"/> Empty Floorspace <input checked="" type="checkbox"/> Revitalisation of Retail and Small Businesses <input type="checkbox"/> Establishment of a CI Support Centre
Pilot location	Kamnik, Gabrovo, Leonding
Editor	Tina Pezdirc Nograšek with the support of Viktoria Heinzl, Tanja Faganel & all implementing PP
Last changes	21.07.2021

1. Name of the tool	Storytelling for New Retail and Small Businesses
2. Aim of the tool	<p>Following goals will be addressed:</p> <p>to use the storytelling approach as a strategic communication tool for the pilot locations to communicate the message/ information of the pilot location in a narrative form with the human elements of the story that would create a further emotional connection with the citizens, entrepreneurs etc. (target groups)</p> <p>Challenges and opportunities addressed:</p> <p>The majority of cities have experienced the appearance of big out-of-town commercial centres which displaced economic activity from the inner city areas, leaving behind the “abandoned” spaces. This spaces are not attractive for the businesses which creates a challenge. On the other hand the underutilized buildings present the opportunities to create new jobs, promote the collaborative economy, social innovations and the development of the start-ups scene. The storytelling tool can empower and open up the grounds for these opportunities.</p>
3. Tool description	Main activities:

Recommended methods to be used:

What other (smaller) methods, tools, canvases etc. can be used within this tool approach (see add-on)?

Storytelling is now used in many contexts - stories are sometimes told about companies, projects, representative people or even places. Especially founders and startups from the CI prefer the storytelling approach for everyday communication of their brand and vision.

Even though a variety of definitions exist, every story has certain characteristics that make it a story. As a rule, the **following characteristics** are found in every story:

- one or more protagonist(s)
- an event or problem
- the solution to or workaround of a problem
- a transformation within the story from initial to final situation

Across different usage scenarios, it is also possible to identify some **functions** that every good story brings in terms of storytelling. The narrative...

... **activates:** A good story makes the recipient listen and engage with the topic at hand.

... **emotionalizes:** A good story charges the recipient emotionally. Which emotions these are depends on the story, the topic and the purpose.

... **inspires:** A good story and good storytelling inspire recipients for an idea, a process, a brand or a product. In the best case, they are so enthusiastic that they voluntarily spread the story.

... **binds:** People like stories; this is why a lot of events and processes have always been packaged in narratives

such as fairy tales or legends. An entertaining and informative website can therefore encourage recipients to become regular visitors. If you can tell good stories, you can retain your audience.

There are several approaches to developing a good story. The following brief description represents a recommendation of the application of the methodology in the context of the own UR pilot project:

1. initial meeting with all relevant stakeholders

focus: brainstorm on a potential story

recommended tools (DT): Empathy Map, Persona Board

recommendes collaborative tools: Miro, Mural

2. (optional step) conduction, transcription and evaluation of interviews:

focus on: protagonists of story (creatives but also representatives from other branches)

recommended tools: questionnaire, easy transcription template

recommended collaborative tools: Miro, Mural

3. development of common story

focus: pay attention to key characteristics & functions

recommended tools (DT): Storytelling Canvas, Hero´s Journey Canvas (focus on one creatives, creative businesses)

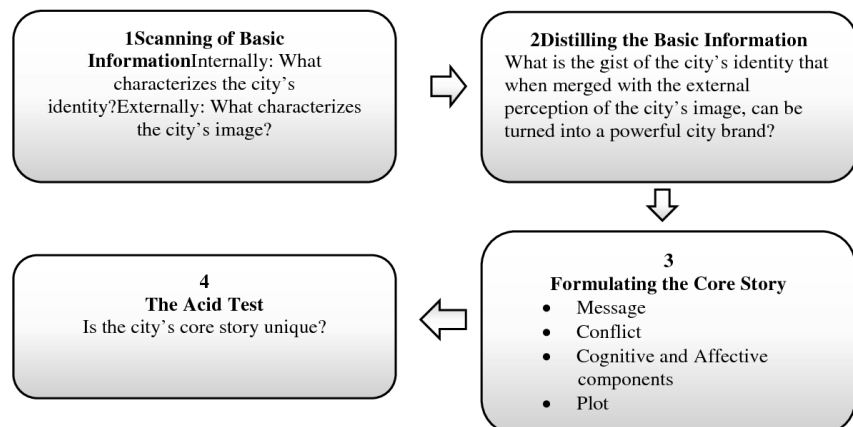
recommended collaborative tools: Miro, Mural

4. media production

focus: way of visualiazing or telling a story (e.g. video, audio, advertising material, website, promotional goodies)

recommended online tools: StoryboardThat, Wisemapping, Storyline Creator, Keeeb Collections

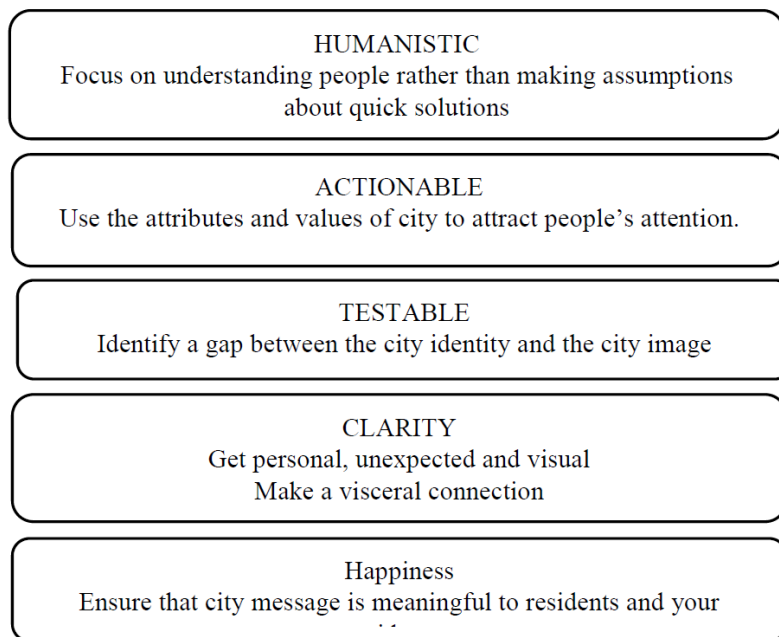
In the last years, storytelling has been used as a powerful tool for enhancing marketing and branding communication strategies. Storytelling could be also regarded as a multi-level process, a powerful tool for enhancing the destination development, being inevitably connected to the city marketing more specifically to the city branding. Therefore it is crucial to look from this perspective when applying the storytelling tool to pilot locations. Storytelling can be considered as a strategic branding tool to create the core story for the specific pilot location. Below is the illustration of what to consider in the process of generating the pilot locations's core story (TALES OF CITIES: CITY BRANDING THROUGH STORYTELLING, Halit KESKIN, Ali Ekber AKGUN, Cemal ZEHİR, Hayat AYAR, Yıldız Technical University, Gebze Technical University).



Scanning the basic information means that we have to acquire an understanding, of the circumstances and how the pilot location is perceived, both internally and externally. Internal basic information means that we have to take in the consideration the city's vision, mission and values, be aware of key milestones in the city's history and discover with a participatory engagement with the citizens, what does it make the pilot location a distinguished place to live and visit. Together with the external information this

could be (partially) collected in the *Pilot Location Analysis document* (produced together with CIMA).

The most important step is the so called “*Distilling the Basic Information*” part, where the focus on what makes the city special is at the most importance (Fog, et. al. 2005). When formulating the core story the message should not be confused with slogan. A single focused message should provide direction, motivation and operational guidance. In this regard, the message comprises five design principles (Figure 5) (Aaker and Smith, 2011).



Through conflict, the core values of the pilot location can be explained. Since the core story of the pilot location is a strategic platform for communication, it should be launched in a way that is widely acceptable, easily marketable, presentable and open to experience in a daily manner (Fog, et. al. 2005; Zhang and Zhao, 2009).

Individual application (partners, that will implement the tool)

	<p>How are you planning to implement the storytelling approach in the context of your specific pilot project? What kind of media will you produce?</p> <p>KAMNIK - individual application</p> <p>The pilot project in Kamnik consists from three basic steps:</p> <ol style="list-style-type: none"> 1) mapping the empty floor spaces in city centre (Štutna), 2) creating the open call to revitalize empty spaces by providing the place for start - ups and 3) promoting the pilot location and its activities with the storytelling approach. Kamnik will be presented as the location which has the potential for the development of the entrepreneurship, based on the strong tradition and diverse, rich business and innovation ecosystem. This differential advantage as oppose to other mid-sized cities in the region will present the base for the core story that will be promoted through the social media, articles and other innovative communication tools. <p>GABROVO - individual application</p> <p>tbd</p> <p>LEONDING - individual application</p> <p>tbd</p>
<p>4. Expected results</p>	<p>Direct effects</p> <ul style="list-style-type: none"> • engaged listener, increased engagement of the addressed target groups • the story gets spread voluntarily by the enthusiastic listeners • the image of the pilot location is uplifted (raising awareness and visibility of all the positive aspects)

	<p>of the pilot location among potential tourists, locals, entrepreneurs, start-ups, etc.)</p> <p>Related side effects</p> <ul style="list-style-type: none"> • revitalization of underused city centre spaces • increased community engagement • increased visits to the city centre
<p>5. Key roles involved</p>	<p>People or organisations that should be involved & short description of their roles</p> <p><i>Marketing and communication expert:</i> for the development and realisation of communication activities based on the storytelling approach.</p> <p><i>Local community members, citizens, actors:</i> the source for identifying the core story.</p> <p><i>Important local institutions (optional):</i> for scanning basic information, and also as one of the channel for disseminating stories.</p>
<p>6. Timelines</p>	<p>Duration of key activities and in total (estimation)</p> <p>The storytelling approach could be applied to communicate a part of the pilot project, which means that the timeline is synchronized with the specific pilot activity addressed. On the other hand if the storytelling approach is the base for communicating the pilot project as a whole it should be applied before the pilot project starts (preparation phase), address specific activities during the pilot process and communicate the results that resonate to the core story at the end of the pilot project.</p>
<p>7. Link to other tools</p>	<p>Integration in a leading tool concept and/or recommendations for combinations with other existing tools</p>

<p>(also other CUR tools)</p>	<ul style="list-style-type: none"> • This tool should be closely lined/ combined to following CUR tools: • Empty floorspaces for Creative Businesses • Open call for City Business Startes • Share, experience, imagine: mobilization of culture & arts cooperation • Co-Creation Lab: Destill & Plant
<p>8. Good practices</p>	<p>References practical experiences with such a tool</p> <p>EU project ROCK: a toolkit for storytelling, a full report available here.</p> <p>Following the fact that our group focuses on retail & small businesses the <u>RE:IMAGINING RETAIL</u> could present an inspiration for the pilot project and storytelling approach.</p>
<p>9.Recommendations for piloting</p>	<p>Recommendations for piloting the tool (if there are any)</p> <ul style="list-style-type: none"> • The initial meeting should be held with all relevant stakeholders (e.g. city, BSO, local SME/ entrepreneurs, engaged citizens) <p>cost categories/factors</p> <ul style="list-style-type: none"> • media production (e.g. image video/photos, website, posters/ flyers) • commissioned agencies (e.g. for advertising) • use of different media for dissemination of stories / to successfully reach targeted groups • promotional/sustainable message carriers • organisation of storytelling events in the pilot locations

Add-on (optional):

Which trained DT tools could be used in this CUR tools

Mark relevant methods

DT tools (trainings)

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



3. Implementation of CUR tools

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

