

CRAFTSMANSHIP+

Fostering A New And Competitive

Approach To Crafts And Semi-industrial

High Added-Value Sectors

Handbook on Enterprise and Market

Index:

Background and Overview

The importance of high value-added crafts and semi-industrial activities has grown in the last few decades in many European countries. The justification behind this rebirth of the interest in and recognition of these sectors can be attributed to different factors (M, Reeves: 2013). One important element is related to the efforts of local authorities to find solutions to economic restructuring, and the decline of traditional manufacturing industries.

The growth of the creative industries has also favoured the expansion of the craft sector as well as the commitment of governments for addressing social exclusion and lack of accountability in the public sector.

However, the contribution of crafts to the economic and social wellbeing in Europe and, namely the role played by the small enterprises and enterprises with craft-trade characteristics, cannot always be totally and homogeneously measurable. This is because there is scarce co-ordination on statistics pertaining to small enterprises between countries. Also, in addition to the implementation of very different surveying methodologies, we can see an existence of different definitions of the craft-trade or even the lack of a definitions in some countries.

Therefore, we can see how some studies have tried to reach an indirect measurement of the economic impact of the crafts sector in Europe through the analysis of the economic contribution of the creative industries to EU GDP and employment.

Unfortunately, these studies show an overall declining trend in Europe in the last years. However, there is strong heterogeneity between countries that does not correspond with the general growth in the craft sector.

At the same time, we recognize that this gap in data of the contribution of crafts to economic and social wellbeing is in part addressed by national research based on interviews and surveys.

This new research shows how important the high value-added crafts and semi-industrial activities are to the international markets, even if we do not always see its impact reflected in national and international GDP studies.

Therefore, we introduce the project CRAFTSMANSHIP+, a project based on the idea that the high value-added crafts and semi-industrial activities sector is essential to the economic well-being of a country.

Project CRAFTSMANSHIP+

The CRAFTSMANSHIP+ project's main goal is to promote new and creative businesses in traditional crafts and semi-industrial business areas – e.g. wooden work, semi-industrial textiles, semi-industrial metalwork, semi-industrial glass manufacture, etc. These business sectors are anchored to high added-value production techniques.

We plan to achieve this goal by offering an innovative learning solution for younger adults entering the labour market and for the existing 'makers' (referring to those people who develop a craft or a semi-industrial activity).



The project CRAFTSMANSHIP+ proposes a new approach to teaching Crafts and Semi-Industrial activities with a specific focus on businesses; mainly by integrating production, entrepreneurship, and innovation as support contents for an ICT based training course.

The project aims to contribute to economical and social development by supporting the growth of Crafts and Semi-Industrial activities in Europe, and by addressing specific political priorities under Europe 2020 strategy.

Our main focus is on the creation of favourable conditions for young adults to create their own employment, but we also hope to equip adult workers with the skills and competences in entrepreneurship and innovation that enable them to keep being active members of society.

Introduction to the Handbook

The main objective of this Handbook is to provide young adults looking to learn a craft/semi-industrial process and become entrepreneurs, and makers with specific practical knowledge on marketing and business promotion strategies in the context of crafts.

We hope to work with all areas of expertise and growth to provide maximum coverage to need of all different types of people facing an array of situations. We also expect to promote the interaction between groups of people so that resources are maximized and that all makers have a chance to survive in our global market.

The knowledge shared in this Handbook is principally based on the learning experiences and results from existing cases of well succeeded entrepreneurial and market approaches in crafts and semi-industrial activities. These examples have been collected and analysed by partners.

The Handbook focuses specifically on showing the main obstacles and problems faced by other artisans in their businesses, how they have been overcome, and the lessons learnt. We also share the principal trends demonstrated by the selected practices as key elements for business promotion and success.

This approach allows makers to establish links between the content of the Handbook and their particular experiences, in a way that it responds to the real needs, problems, and interests of users from a self-directed learning methodology.

Learning Results: What do we hope to achieve



That young artisans and makers are able to:

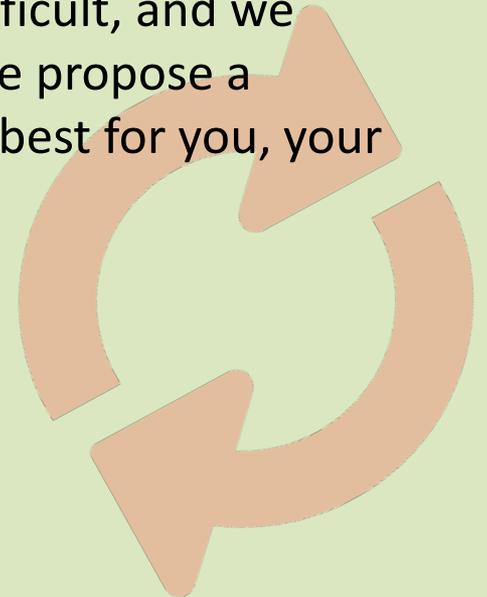
1. Understand the necessary elements to be able to start their own businesses.
2. Reach their desired client base via marketing techniques and think about different techniques to sell their products.
3. Build a business that can stand the test of time in a sustainable way.
4. Connect to other artisans and makers in their area of expertise or region who have similar goals to create mutually beneficial networks.
5. Comprehend and take advantage of external funding opportunities.
6. Appreciate, benefit from, and take care of the specific skills that make their process and product unique.
7. Look at new technologies as an opportunity to grow and improve as a business.

What is Business Promotion?

Business Promotion is the form (or forms) that you decide to use in order to communicate with the public – your potential clients – in an attempt to influence them to consume what you offer.

Advertising is only one form of Business Promotion, but many other options exist, such as word of mouth, a well-designed webpage, business cards, etc.

Finding the right way to promote your business can be difficult, and we consider that a business functions in a cycle; therefore, we propose a Business Cycle model to help you find out what will work best for you, your business and the results you desire.



The Business Cycle for Craft Entrepreneurs (UNCTAD/WTO, 2003) is a useful model to approach the practical analysis of the main marketing and business promotion strategies in this sector.

The model differentiates 3 main activities that form part of the cycle in a practical marketing business:

- Market Research: the qualitative and quantitative study of the various components of the market environment before making any strategic decision (suppliers, competitors, customers, environment, products, distribution systems and modes of communication).

The results of this analysis provide makers with key information to make strategic decisions on identification of new markets, customers, and products.

- **Marketing Strategy:** the use of the results from the market research to adapt or create a strategy for targeting selected market segments, and to help position the products in the market within the reach of targeted consumers.

This phase requires that the maker prepares a a business plan for implementation of the strategy, well as an action plan for each service (product development, production, costing and pricing, promotion, distribution, customer relations, and after-sales service).

- **Action:** making decisions in order to develop, make, promote, supply, and serve the products made for satisfying the needs and interests of the customers.

Because this is a cycle, the process will repeat itself over time, as the market, the production process, and the makers change and evolve.

Business Cycle for Craft Entrepreneurs

Market Research

- Maintaining and improving enterprise image.
- Identifying new markets.
- Finding new customers.
- Seeking out new products niches.
- Analysing product sales from past year
(identifying weak/strong products to discard/continue/modify).

Analysis



Marketing Strategy (up to five years ahead)

- Product, position, price, promotion (based on market research).

Business planning

- Enterprise image updating and application.
- Product development and design plan.
- Production and pricing plan.
- Promotion plan, packaging, labelling and advertising.
- After-sales service, including return policy plan.

Strategy and planning



Product development and adaptation

- Design based on market research findings.
- Prototype making.

Product costing and pricing

- Related to market research and production realities.

Market-testing products

- Limited production to check (customer reactions/production systems).

Product promotion

- Advertising, catalogue mailings, media, fairs and exhibitions.

Product launch

- Dispatch of samples to new and existing customers.
- Order processing and dispatch, customer relations.

Action



With the help of the practical cases selected by partners, it is possible to identify **seven** marketing and business promotion strategies that can support the makers to plan the above 3 activities (market research, marketing strategy and action) in their businesses.

We now present a practical approach to the main trends and directions demonstrated by the selected successful practices in each one of the marketing and business promotion strategies.

For additional information, consider both formal and informal resources such as:

- Online newsletters, like Balance's article about "What Is Business Promotion" (goo.gl/kiAPB7)
- The Small Business Encyclopedia for, for example, an explanation of a business cycle (goo.gl/Hq2rrL)
- The International Trade Centre and the World Intellectual Property Organization's Practical Guide for "Marketing Crafts and Visual Arts: The Role of Intellectual Property" (goo.gl/aTdu9Y)

How can I start my own business?

(ONE) Promoting Entrepreneurship:

What: According to the European Union, entrepreneurship is an individual's ability to turn ideas into action. To be successful, this action must include creativity, innovation, risk taking, and the ability to plan and manage projects in order to achieve objectives.

Why: Entrepreneurship is important because it creates new companies, opens up new markets, nurtures new skills, and we can consider that a regions economic growth and jobs depend on its ability to support the growth of enterprises.

To be a successful entrepreneur, it is necessary to be creative and innovative, to take risks, to be able to plan and manage projects, and to be passionate about what you are doing.

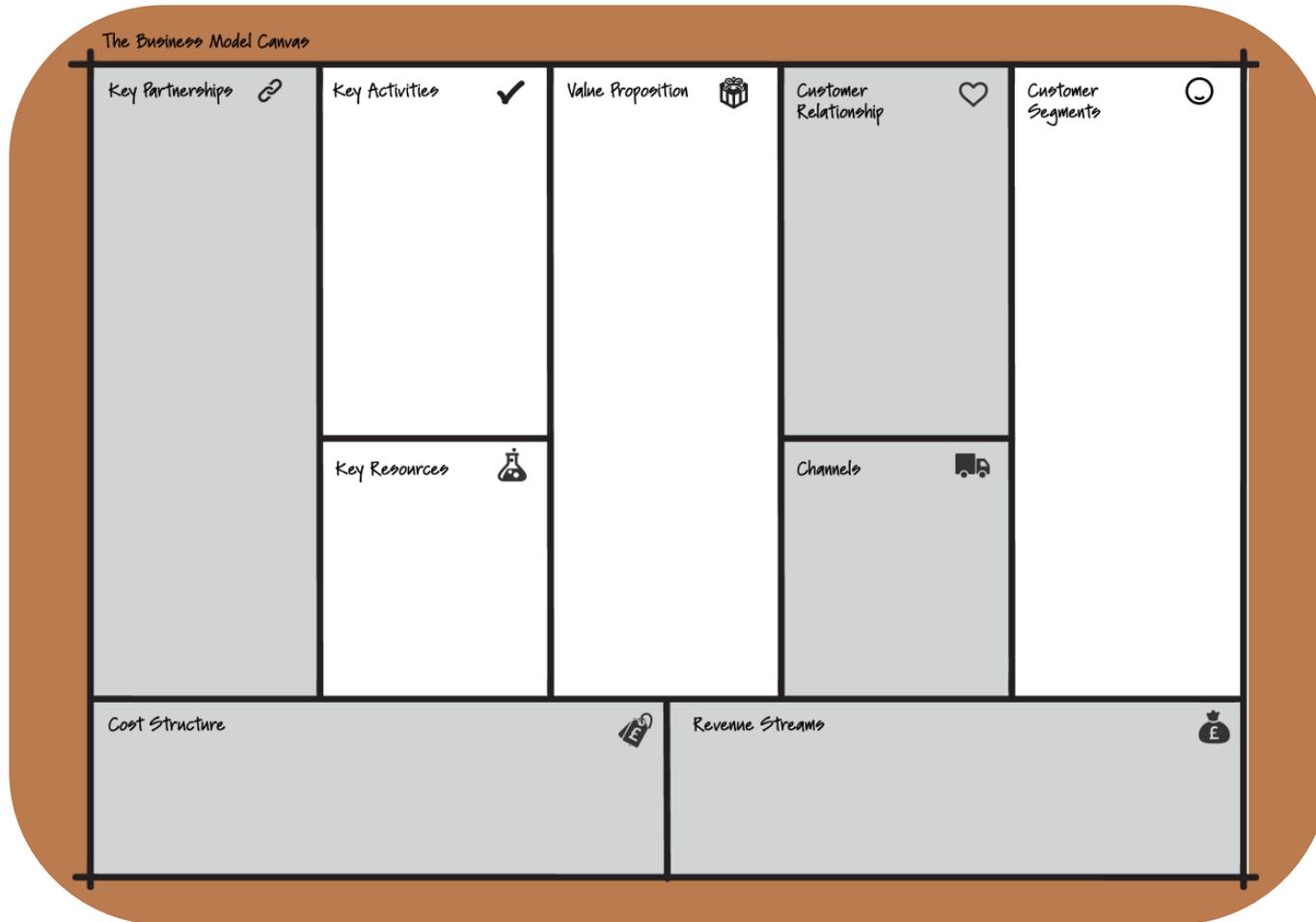
It is also important to understand tax laws and bureaucratic processes that you will have to face in your home country as a new company.

In our case studies, we can see how in countries like Greece, tax laws may not seem very favorable to newly established businesses.

The company 'Ancient Greek Sandals', started in 2012, explains how understanding legal regulations and being able to overcome high taxations was one off the main problems faced when starting the business.



There are many possible tools that you can use to start planning your business, for example, the Strategyzer business model:

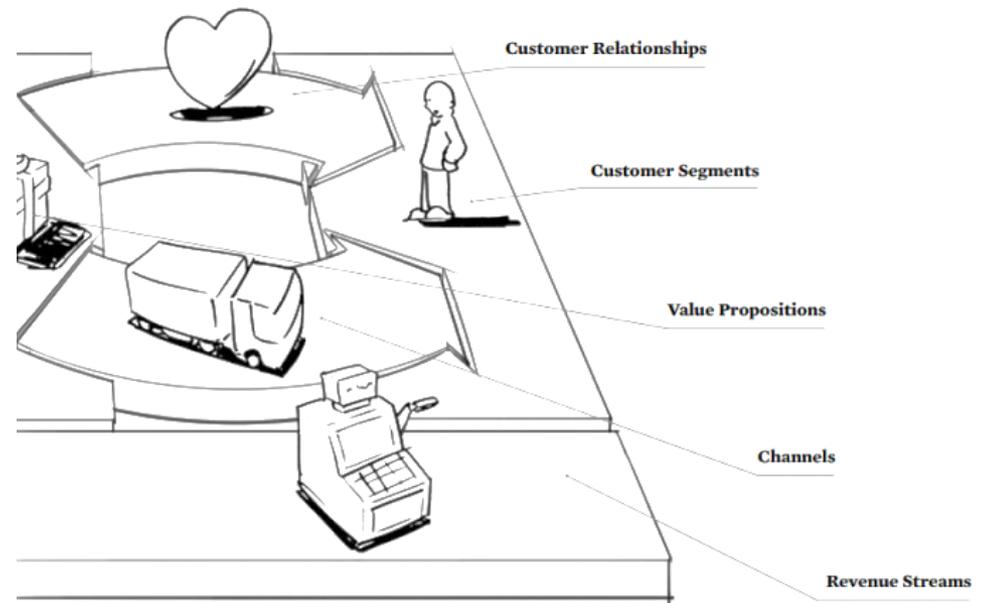


**Available online for free.

The Business Model Canvas is a tool for describing, analyzing, and designing business models. We can use this model to show how our organization will create, deliver, and capture value.

This Model focuses on nine different components within your company:

1. Customer Segments
2. Value Propositions
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partnerships
9. Cost Structure



In this model, different components are interconnected to show us how our business will work.

Remember that a business is an organization whose main goal is to satisfy the customers needs (Cr@ftsman project, 2011).

This means that you have to consider what needs you plan to satisfy, how you plan to satisfy them, and if the organization will be profitable.

The story of GUR starts with an architect who presented work at an artist's exhibition featuring the combination between young designers and traditional, handcraft techniques. The results were so promising that she decided to expand her experience, allowing other artists to collaborate with the project, creating individual works of handmade art in the form of rugs made of rags, now sold internationally.



Our case studies show us two important tendencies when creating successful businesses:

1. Innovative design: not only a way to introduce new products to the market, but also a way to promote new development processes and ways of thinking.

Just because you are producing something new, it does not mean you are being innovative. Innovation is about solving problems.

We can see continuous growth and evolution in cases like Brunello Cucinelli Cashmere. Not only does this company strive to produce quality, luxury items, it also makes human value a top priority via its own ethical code. How do they intend to spread this idea? By incorporating it into their own Forum of the Arts built on the same premises as the manufacturing.



2. Cultural heritage and design: many regions have their own specific ways of making important things for their own cultural needs. This historical knowledge can be a base or an inspiration for new projects.

CHICoração combines Portuguese industry with Parisian fashion business sense, and follows the Slow Fashion Movement, producing wool in winter and cotton, linen, and silk in summer. By combining knowledge about what consumers want with Portuguese traditions, this company is able to create a customer base that is looking for a specific type of product.



This means that building a brand based on something traditional while making it unique can help promote market differentiation and, at the same time, creating a product that you know is necessary.

Think about the question: How do you create/achieve a competitive advantage?

Grandi Maioliche Ficola produces a products that are waterproof, frost proof, resistant to salty air, etc. and that are beautiful and unique at the same time with hand painted designs.



Another important factor to have in mind is the client. Who is your client?
What do they want?

Make sure to listen to your client base to produce something people want to buy.

Distinguish your product from the others on the market by using different sources of inspiration and taking innovative risks.



In the case study of Âme Moi, we can see how makers use their expertise with different materials (such as leather, silver, gold, horsehair, etcetera) to create unique, desirable handbags, gloves, scarves, belts, and jewelry.

Try it!

1. Locate a successful small business in your community.
2. Visit the local or check out their website and take pictures and/or notes of things that stand out to you and appear to influence the success of the company.
3. Structure questions that you would like to ask to be able to understand how the business functions.
4. Organize the questions into categories (such as the types of goods and services, locations, and hours of the businesses, etc.) to help you better understand the important facets of making a company.

Try it!

Create a mission statement for your business:

A firm's mission is its reason for being – what is it trying to achieve? What does it exist for? What value does it provide?

When you understand what your business stands for, you are better able to understand the important facets of making a company and the value your product will provide to consumers.

For additional information, consider both formal and informal resources such as:

- Online resources such as the Institute of Labour Economics IZA Newsroom, and articles like “How to promote entrepreneurship” (goo.gl/tl2rUD)
- The OCED’s guide to “Promoting Entrepreneurship and Innovative SMES In A Global Economy” (goo.gl/tWFYgD)
- The European Union’s web page dedicated to helping you understand why promoting entrepreneurship is important and how to do it (goo.gl/0aRP5z)

The business magazine, Forbes, publishes quotes like:

“Failure is success if we learn from it.” *Malcolm Forbes*

Do not be afraid to fail. Plan on having to do things more than once or reorganizing your initial ideas. Perseverance will help you understand the market and the possibilities you have to be successful.

How do I get my product to the consumer?

(Two) Marketing:

What: In order to create profit, a product or service has to be consumed. This is where marketing comes in. It is the process of identifying needs and providing an answer to those needs that is beneficial to everyone involved.

Why: Proper implementation of marketing strategies can determine whether an entrepreneur is able to generate income or if their product doesn't manage to sustain the business.

Starting with an analysis of the current situation can help you better understand possible clients and niches for your business.

Our case studies show various trends in successful marketing strategies:

1. The use of communication agencies to help establish sales and communication approaches.

Even though it may seem counter-productive to spend money on something like a marketing team, it can be beneficial to a new company. In the best case scenarios, professionals in the marketing industry can even save you time and money while achieving better results than you would alone.

Remember to research your options and chose wisely. What works for someone else, might not work for you.

2. The creation of a marketing plan.

The company 'Ancient Greek Sandals' set up an innovative way of promoting its products though differentiated communication strategies adapted to its target audience (such as their website, use of social media, other promotional events, etc.). This plan works for them.



3. The use the marketing strategy from the very beginning .

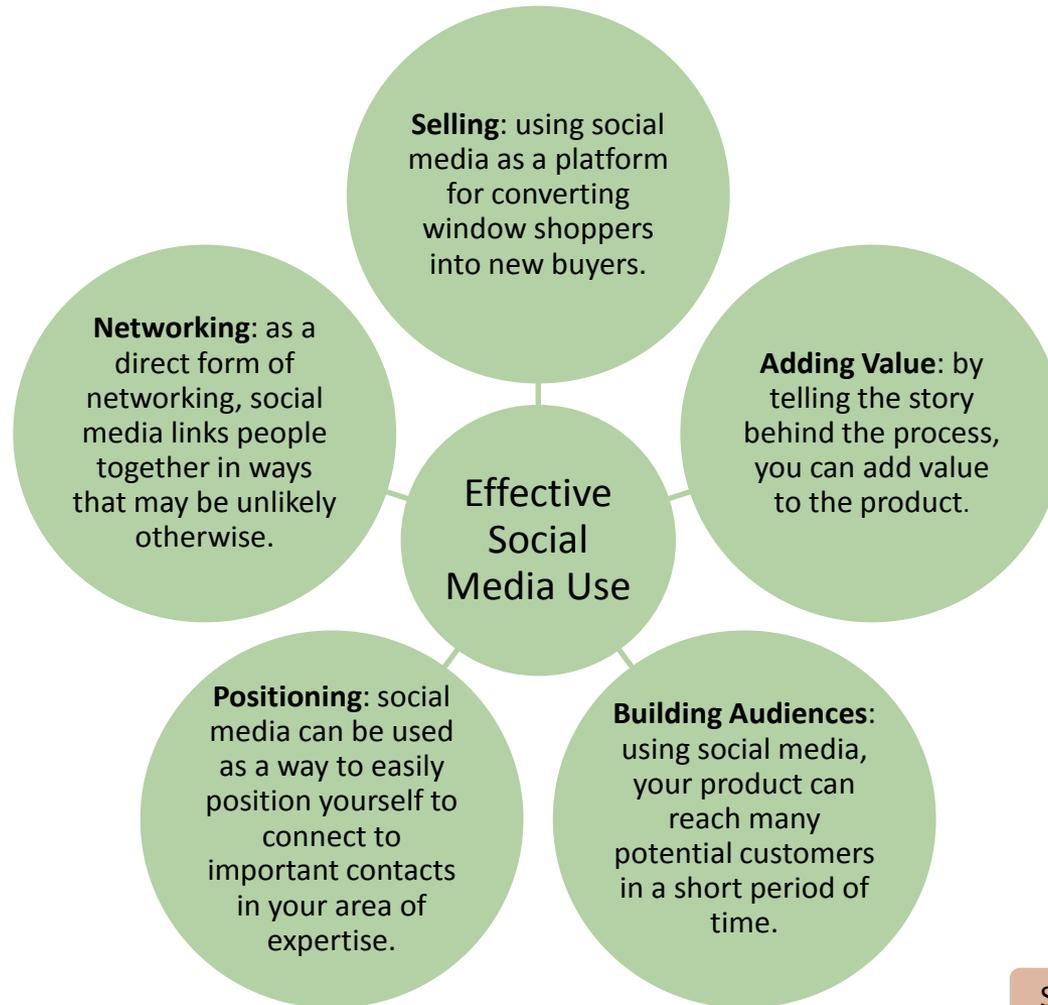
Using a start-up marketing strategy doesn't mean that your game plan wont change during the longevity of your product, but it does mean that you do not enter the market without an idea of where you are and what you can achieve.

In addition, start-up marketing (marketing for business that do no already have a presence in the population that will be the consumer of their product) is different from standard marketing in the sense that you have to create this initial presence for your brand.

Make sure you plan your marketing strategy by researching your options and finding what fits best to your needs, your market, and your product.

4. Use social media to expend target audience, including into the international market.

Focusing on Social Media, the UK Crafts Council identifies five main points:



See goo.gl/1YS5w5 for more info.

5. Dedicating a portion of initial capital to promotional activities.

Spending a calculated and planned portion of your initial capital on promotional activities can not only help your product receive market recognition, it can help you start a possible client base.

Make sure to properly target your effort, plan your incentive, and know what your end goals are to achieve maximum results. You want to make sure that your money is working for you in the best way possible.

6. Using renowned craftsmen for certain phases of the production process, for improving product quality, as well as fostering legitimization and recognition.

Grandi Maioliche Ficola uses skilled artisans to create a product, either with traditional designs or with customer proposed designs, that is high quality and original. Without true workmanship, it is hard to produce and sell a such a uniquely beautiful and functional product.



7. Focusing on the market prospect and identification of suppliers.

At Âme Moi the whole first year of the company focused on different aspects of their market prospect and supplier identification. This doesn't mean that other important areas (such as other parts of production) were neglected, but that the company dedicated itself to understanding its market potential and how to best the best quality product that it could.



8. Correctly identifying the needs of the clients.

In the case of Missom, the need for a product inspired founder Mr. Ralha to produce unique drumsticks, responding to individual musicians' needs.



9. Differentiating from traditional products.

Taking something traditional and giving it an innovative, unique twist allows customers to both identify with the product and feel like it is special.

Also, allowing traditional techniques to permeate through product development can contribute to understanding the materials and final quality.

From the first moment, it is important to establish **your brand**.

The creators of Zylo Eyewear had a vision to design and manufacture wooden glasses. They partnered with designers, craftsmen, and photographers to make this vision a reality. They base their product on high quality materials and handmade products.



Identify what is important to you and make sure that a market niche exists for your idea. Use tools like social media to expand your niche worldwide – do not constrain yourself to the immediate physical area.

Use experts to help you create your brand and your market niche, devoting a portion of your initial capital to this cause.

Using resources such as the Cr@ftsman Project (2011) can help you get a better idea of how to market. Important aspects considered by this project are the following modules:

- General Management Skills
- Marketing and Advertising
- Quality Management
- Use of ICTs
- Working Environment
- Economic Management

Tools like SCAMPER can help you understand and market your product better with creative brainstorming revolving around what already exists.

This tool has us ask opportune questions to find adequate solutions.

SCAMPER is a mnemonic that is applied to stalled progress or existing problems:

S = Substitute

C = Combine

A = Adapt

M = Modify

P = Put to use

E = Eliminate

R = Reverse



What does this mean? How do you use this tool?

Take an existing product or service that you are having problems with or think that you could improve, brainstorm all the possible questions you can ask about the product or service using the SCAMPER guide, and then ask and answer these questions.

Some sample questions could be:

S = Substitute (What rules could you change?)

C = Combine (What ideas could you combine?)

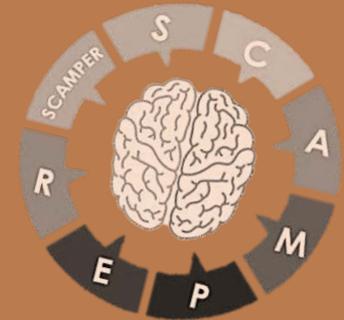
A = Adapt (What else is like your product?)

M = Modify (How could you modify this product)

P = Put to use (How could you use this product in a different setting?)

E = Eliminate (How could you reduce the product? Make it more efficient?)

R = Reverse (What roles can you reverse or swap?)



The purpose of the SCAMPER tool is to create as many ideas as possible. Do not be afraid to come up with lots of questions, even if some are not as useful, some will give you different outlooks to your product.

This process also helps us see how all products can be improved/changed to better fit what we are looking for. Applying it to your product can help you see create something unique and useful before getting to market.

Do not feel limited by the process or the initial product that you chose to evaluate. Allow your brainstorming to guide you to ask all the questions that you feel are important in this analysis (staying true to, of course, to those which are pertinent to what you are working on).

Try it!

Consider a famous product that already exists (such as a cola product or a famous tennis shoe brand). These businesses are constantly looking for ways to improve their customer bases and loyalty.

How could you enhance this pre-existing product in an innovative way? Be creative and try and think outside of what you already know.

What makes your idea a good idea? How could you use it to sell an already famous product?

For example, cola used to be a unique flavor, but now we can buy vanilla cola, cherry cola, etc. People chose a brand and a flavor that they like, but why? How can you apply this same idea to your new product?

Try it!

Using the 4Ps of marketing (price, place, product, and promotion), consider how different combinations of emphasis used during marketing can effect selling your product.

In the same way bakers mix different combinations of ingredients to make a cake, you have to figure out what blend of elements works best for you.

Put together three or four possible marketing plans, changing the amount of emphasis given to each of the four mentions elements.

For example, high-end products would focus more on product and promotion that [high] prices, where as cheaper, disposable products would change the combination of elements to focus more on the reasonable price.

For additional information, consider both formal and informal resources such as:

- For a more in-depth explanation of how to use the four Ps of Marketing, check out a guide like this one on Marketing Teacher (goo.gl/mZuRTe)
- Online resources such as the Entrepreneur Online Magazine has sections about marketing, and articles like “Three Steps to Effective Sales Promotions” (goo.gl/VYIHK2)
- And if you are thinking about hiring a Marketing Agency, check out what you should be looking for with Matrix Marketing Group’s blog about the possible benefits that a group of professionals provides (goo.gl/uPw3W3)

How can I create a long-term business?

(Three) Sustainability:

What: We understand sustainability as a business's capacity to maintain itself, balancing the costs and income to create long-term stability, to create positive relationships with the environment, and to establish social solidarity.

Why: A non-sustainable endeavor does not have the possibility to succeed because it does not balance these costs and income in a way that allows for profit in a positive work environment.

It is especially important at the beginning to be conscious of the company's growth rates. Rapid growth without proper preparation can lead to problems in business sustainability.

In the case of Vitrail Saint-Georges we see how the rapid growth of a company should be accompanied by proper experienced team leaders and controlled expansion. If we do not consider all aspects of the business before growing the company, we risk going backwards or creating an unsustainable enterprise.



We found many different perspectives on how to create sustainable businesses in our case studies:

1. Profit from skills and heritage from your region.

People, places, and cultures exist based on different experiences and needs that are used to survive. When we think about what is special to our region, we have the possibility to take advantage of skills and ideas that others do not have access to.

2. Diversify the product – keep in mind both the individual customer and the general market.

The stained glass business has changed very little over time, but companies like Vitrail Saint-Georges have found ways to diversify their products by not only offering the traditionally desired products, but also expanding their offer to things like unique stained glass walls.



3. Create highly detailed and involved products that can be considered as pieces of art.

As we have seen, GUR bases itself on the idea that each individual design is unique and that each handmade rag rug is a piece of art.



4. Use labels or certification (i.e “fashion brand”).

Think about what consumers value, and what your products provide. Labels such as “handmade”, “Made in Italy”, or “Organic” can create different client bases while they help you maintain your existing clients.

5. Create customer loyalty and/or a dependence on the product.

Mr. Ralha, in the case of Missom, creates a strong dependence on his individually designed drumsticks because he creates something unique to fit the needs of the client.



6. Focus on a product with constant innovation.

Part of the creative process is being open to new ideas, processes, and problem solving techniques. Do not be afraid to step outside of your comfort zone and learn something new.

Take advantage of the contacts that you already have to receive the best education you can about anything you want to better understand.

7. Be first in introducing your own new ideas.



Being the first/only/main business in your area allows for a great competitive advantage. For example, the network created by INNOTRANSFER@mueble in Spain creates a collective platform, and is constantly introducing new, innovative ideas.

8. Create a pricing strategy that attracts customers while still providing you profit to survive and grow.

Study the existing market to understand the limits between what people are willing to pay, and how much you need to make to be able to survive.

9. Make the brand collaborative, based on different people and ideas.

Without the collaborative effort of designers, craftsmen, photographers, etc. Zylo Eyewear would not be able to produce its high quality product in such a way to be sustainable.



10. Think about different production scales – such as a middle scale production using semi-industrial machines, as well as large and small scales.

CHICoração uses industrial facilities and machinery from businesses that were going out of business to start a company based on new small scale manufacturing and retail.



11. Consider the functionality of traditional products dedicated to ornamentation.

The traditional crafts and skills that are available in your region can serve different functions from those that you are used to. Brainstorm about how you can change what you are already doing to create different, better results.

12. Think about local production and possible community involvement.

In the all-inclusive case of Brunello Cucinelli Cashmere, we can see how the process not only involves local production, but also works towards educating the next generation of craftsmen in their school.



13. Establish a Corporate Social Responsibility (CSR).

According to European Commission CSR (when a companies takes responsibility for their impact on society) is important for the sustainability, competitiveness, and innovation of businesses.

It brings benefits for risk management, cost savings, access to capital, customer relationships, and human resource management.

14. Use international markets to your benefit.

Businesses such as Âme Moi and Ancient Greek Sandals recognize the difficulty that their countries' economic markets have in supporting certain types of businesses, but by using web pages and access to an international markets we can see these companies can flourish.



Creating your sustainable business means planting roots in your community and in your market niche.

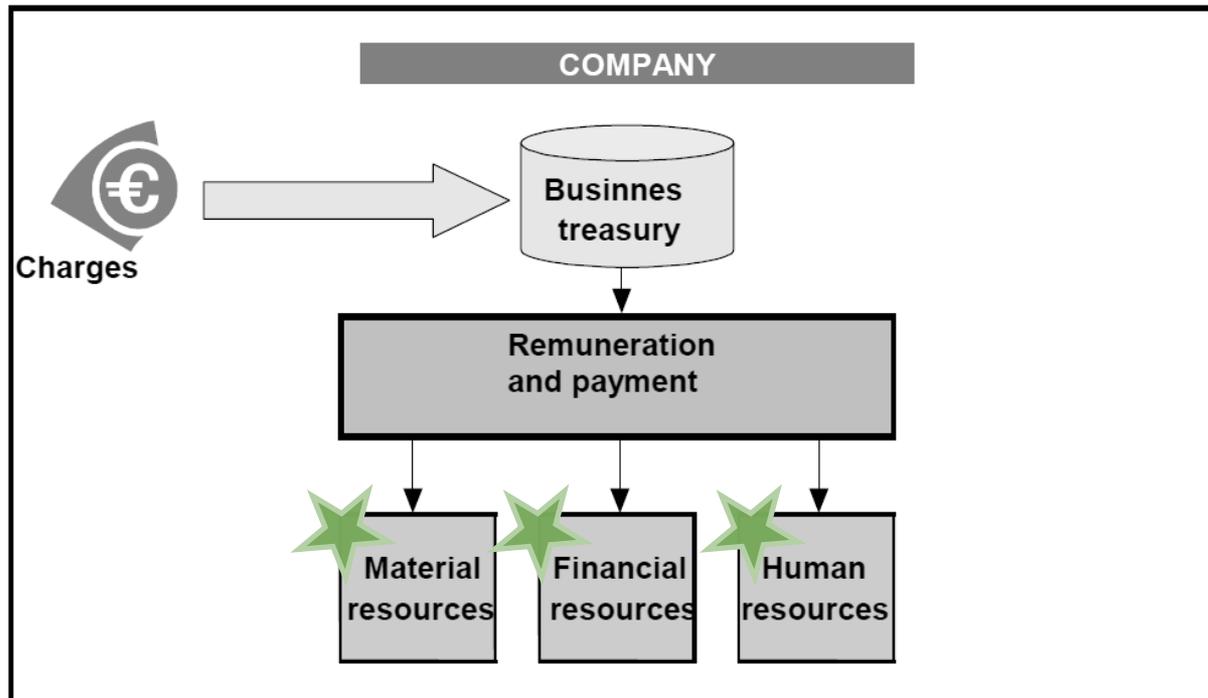
Your goal is to withstand the test of time and, from the beginning, it is important to consider how you will manage to resist market instability and personal difficulties.

Set attainable goals. Don't overextend until you are ready. Creating a stable business is difficult, but necessary if you want to be sustainable.



Although it may take time, in cases like SARL Luc Vaganay's cabinetmaker business, with sustainable growth a company can slowly grow and last for years (28 in this case). This enterprise is composed of a team of highly skilled workers that have created an important market niche for themselves, where their skills are essential to success.

Remember what you need money for – you will have to pay money into three main areas:

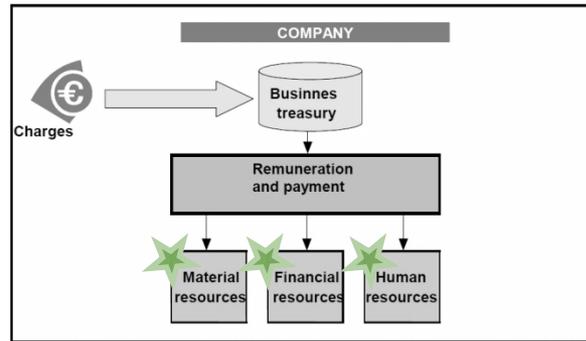


**Cr@ftsman
Project (2011)

What does this mean? We need to cover specific monetary bases:

- For the sale of products and services needed (material resources).
- For the loans on the funds received (financial resources).
- For the activity carried out by employees (human resources).

Unless you are able to take care of these base costs AND make a profit, the maintenance and growth of your business will be difficult.



**Cr@ftsman
Project (2011)

Try it!

Consider your business plan. In what ways can you improve your plans in:

- The way you interact with your client?
- How your final product benefits their needs?
- Your innovation process?
- The way your business and product(s) interact with the community?

It is important to take into account what you are already doing, and to try to build and improve on your base ideas.

For additional information, consider both formal and informal resources such as:

- Use websites like Skills for Sustainability to better understand what you are trying to achieve, and how you plan to achieve it. Consider the article “Understanding Business Needs”, for example (goo.gl/rA7GkA)
- Online resources such as the Green Biz Magazine that has articles about sustainability, and reports like “Planning For a Sustainable Future” released in 2016 (goo.gl/A5WhRR)
- Understand what Corporate Social Responsibility means to the European Union by reading their summary of legislation – available in multiple languages (goo.gl/nLv1qX)

How can I connect to other people in my area? How can I find people who can help me achieve my goals?

(four) Access to Networks and Clusters

What: The creation of groups of acquaintances and associates which are based on mutually beneficial relationships.

Why: Working within networks and clusters of similar-minded artisans creates a community based on mutually beneficial relationships.

These networks can help find start-up funds, provide high-quality materials, present important contacts, create moral support, and much more.

Within our case studies we found three main groups that provide beneficial networks:

1. The local community.

Several companies in our studies, such as Vitrail Saint-Georges stain glass production, are collaborating with their communities in order to educate and train upcoming artisans.



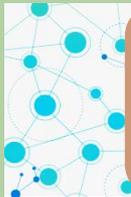
2. Young designers and artisans.

Zylo Eyewear participated in the 2015 European Parliament conference regarding the strengthening of youth entrepreneurship. Therefore, we should consider how young designers and artisans can succeed, even without large amounts of experience.



3. Other businesses that could form part of collective innovative strategies.

INNOTRANSFER@mueble gives us an example of how the planning of collective and innovative strategies can help create value, connecting different products and business endeavors.



We also consider the possibility of using Incubator Formulae that provide free guidance and management of certain services costs.

Just like chicken incubators help along the process of hatching eggs, you can use business incubators to help your company during its initial phases.

Always research the Incubator you are using to make sure that the processes that they use are compatible with what you are looking for.



**The accessibility to Incubators and similar resources may depend on your region or country.

Some platforms allow us to connect with other people of interest (for example, people who work with similar materials or businesses that are looking at similar markets), and help us create synergetic associations.



The network created by INNOTRANSFER@mueble allows businesses in the market of furniture making to establish mutually beneficial relationships and create collective innovation strategies necessary for improving competitiveness.

Don't be afraid to approach others when trying to start a business. Many people understand the difficulties of doing something new.

Attract attention with what you are doing. What makes you special?

Reach out to all types of people, both near and far, and use social media to create contacts at a distance.

Such as in the case of Zylo Eyewear, sometimes it is necessary to make groups of professionals (such as other designers, makers, and photographers) interested in the same product/idea to be able to get the business off the ground.



Try it!

One of the most used platforms within the business community today is LinkedIn. Do you have a profile?

If you have a profile, what can you do to improve it?

If you do not have a profile, make one!

The content you provide is important, but do not forget about these other important characteristics:

- Your profile picture
- The people you connect with
- Your recommendations

Try it!

Think about the number of contacts that you have. Write down your contacts for people from:

- Work
- The gym
- The supermarket
- Etc.

Write down their names, what they do, and how your practices could be mutually beneficial. If you cannot answer these questions, ask! Do not be afraid to accumulate information about your contacts. Keep track of this information, and make an effort to expand your network, say, for example, one person per week.

For additional information, consider both formal and informal resources such as:

- Learn about why networking is important and how it could benefit you and your business. Use online resources such as the Huffington Post and articles such as “The Importance of Networking (and How to Do It Well)” to improve your skills (goo.gl/RK2e9i)
- Fear networking? Look into resources like this guide “Top Networking Problems Solved” that gives pointers on how to overcome your fears. Take the challenge to improve your skills (goo.gl/vO8lfb)
- Look at online news articles, like this one in Forbes Magazine, to understand how you can improve your LinkedIn profile (goo.gl/7Q775q)

How can I get the money I need to start my business?

(five) Access to External Funding:

What: When money from outside of the business is brought into the company.

Why: When the start-up costs of a business are impossible for you to cover, it may be possible to receive funds from external sources. Acquiring these external funds can help make your dreams a reality.

There are many different options that you can consider to obtain this funding.

When looking for funding, creativity and perseverance are key. If you only ask one source for capital, the possibility of receiving funding is much lower than if you ask 10 different organizations.

Although many funding options can be found, our case studies show two different types:

1. Innovative funding formulas for innovation (such as both non-refundable and refundable capital).

The CR@FTSMAN project was funded 70% by the European Union under the Leonardo da Vinci Program. Although this type of funding is not always easy to access, it is an example one of the options available.



2. Opportunities of global fundraising (like crowdfunding through internet platforms).

For example: crowdfunding. What is crowdfunding?

Instead of asking one or two organizations for large quantities of money, crowdfunding allows you to ask many people for very small amounts of money.

Many crowdfunding sites work with certain ideas or groups of people, and different sites work in different ways, so it is important to research where you want to fund and how you want to do it.

Several crowdfunding opportunities include:

- kickstarter (<https://www.kickstarter.com/>)
- gofundme (<https://www.gofundme.com/>)
- indiegogo (<https://www.indiegogo.com/>)
- crowdrise (<https://www.crowdrise.com/>)
- peerbackers (<http://www.peerbackers.com/>)
- fundly (<https://fundly.com/>)



Used by Zylo Eyewear.

Even though crowdfunding has become a huge source of start-up capital, it is important to think about your marketing strategy before you apply for funding. This means that even before you are producing, you have to know what you want to do, how you want to do it, and what you stand for.

Forbes business magazine suggests three fundamental parts to your crowdfunding strategy:

- Perfect your message.
- Know how much money you need and for what (be prepared to explain and defend your cost plans).
- Start with a base, either economical or personal support.

See forbes.com or other business websites for more info.

Try it!

Research the different options that you have for external funding. Keep in mind:

- The size of your business. Are you a Small and Medium-Sized Enterprise? If you are, what does that mean for your options? If you are not, what are you? And what does that mean for you funding options?
- Your cliental. Depending on who you are trying to reach, your options may be different. Is your cliental specific? If so, are there any funding options related to this group?
- Your product. What are you trying to sell? If it is innovative, can you generate attention this way? How are you trying to sell it?

Try it!

After you are done researching, choose one possible external funding option and follow the process.

Write down the aspects and requirements that you are able to fulfill and shine. Take note of where your business proposal fails for this particular option.

Once you have an idea of what your strengths and weaknesses are:

1. Work to improve them.
2. Find options that suit you.

If you decide not to apply to a specific funding option at the end of following the process, do not worry, understanding how funding works is important.

For additional information, consider both formal and informal resources such as:

- It is important to understand what you are looking for. Articles such as “Obtaining External Funding for Research and Creative Activities” can help you understand what you need (goo.gl/jjP5kJ)
- Understand how to apply for EU funding. Take into account articles from the foundation itself such as this one: “10 top tips for applying for EU funding” (goo.gl/pXp9qM)
- Use online resources to help you understand how to make your CrowdFunding campaign a success. For example, indiegogo founder published this short video giving advice about pitching ideas (goo.gl/Ki4yzi)

How do I produce a quality product while taking care of myself and my employees?

(six) Skills and Human Capital

What: The skills, knowledge, and traits that you and your employees possess that make your process, product, and business what it is.

Why: Without this 'capital' that allows for the production of artisanal products, it is hard to compete large, international organizations that have low labour costs.

Nurturing to grow and taking care of this competitive advantage is important not only to product quality, but also to business survival.

The production of high-quality artisanal goods requires skill, and is usually based on the individual artist's passion and ability to create.

Contemporary makers have to control both the technical skills to create and the soft skills necessary to start and sustain a business.

This means that artisans have to make sure that they know not only their trade, but also have the ability to function in the global market.

We found several examples in our case studies of ways to help makers to thrive:

1. Bridging creative design and traditional crafts.

Companies such as GUR find success while connecting traditional handcraft techniques with creative design, bringing a unique product to market.



2. Apprenticeships.

Within artisan fields, apprenticeship can be one of the most beneficial practices as it is on-the-job training, perhaps with a little outside studying too. Learning by doing assures that young artisans can take advantage of the lessons that experienced makers have already mastered. It can also help experienced professionals understand how to teach and advances in their art.

3. Strict control of the value chain, from the raw material to the final customer.

Grandi Maioliche Ficola makes sure to use high quality materials, which allows them to produce strong, versatile and visually appealing products.



4. The transmission of the skills.

We see that the transmission of skills is highly valued within our success cases. For example, Luc Vaganay is a member of the Lyon Art Craftsmen and Entrepreneurs Club, and Brunello Cucinelli Cashmere supports a school that looks to pass on craftsmanship to its students.



5. Knowledge and skills for project management.

Even with the best resources and top-notch artisans, it is hard to create a pleasant and successful workplace if there is no project management.

Factors such as material costs and deadlines must be considered in order to achieve profitability and personal sustainability.

6. Transmission of the know-how about how to make the craft sustainable.

Projects such as CR@FTSMAN work towards helping others become sustainable while still maintaining the need for quality and innovation in the final product. This knowledge is fundamental to run a successful business.



Sometimes, the trade is what makes the business, but other times it is the maker that has the vision to create something new.

When we look at the case of Missom, we see how one jeweler used his skills, knowledge, and passion to transform wood into drumsticks. His original plan was to create prototypes, but found that no one could produce what he was looking for, so he acquired the necessary machinery and learnt how to do it himself.



In many cases, it is important for us to remember that experienced makers can transmit priceless knowledge and expertise to beginners, and that if this information is not passed on, we lose the know-how of these makers.

It is also important to acknowledge that many young artisans can share with experienced makers new skills and technologies.

Networks can help share the knowledge available.

Pay attention to the quality of your work. Not only will the materials that you use be reflected in the final product, but also the passion that you invest into the work.

The working environment is fundamental to the well-being of makers. Decide what ambiance you want to promote and understand what benefits this specific environment has on workers.

The work environment that you create will not only reflect what is important in the product, but also the quality and intention of the product.

If you employ other artisans, listen and try to understand what is important to them. If you employ teams of workers, make sure they work atmosphere is positive and that your teams are happy working together.

Try it!

If you are an individual working alone, consider what your capacities are.

Either on paper or an equivalent electronic platform (such as Word or Excel) begin to divide up the time you are willing to work, how long it takes to create one project, etc.

Make sure to include in your plan time for obtaining materials, making and eating meals, resting, and anything else that is important to your creative process.

When you have outlined how much you can do, consider if you are able to make enough product to be sustainable. If not, reconsider your process – failing to take care of yourself will be detrimental to your plan, and you are not able to do more than you can do.

Try it!

If you are working in a group, try this teambuilding exercise that focuses completely on listening.

Each member is allowed to pick two topics about the company, the process, the treatment of others, etc. within the business:

1. Something that he or she perceives as positive.
2. Something that he or she thinks could use improvement.

Sit in a circle, and starting with one member, each member will then have three minutes to talk about each of his or her topics. The rest of the group must only listen. When this member has finished, the person to his or her left must recap, without input, what the previous person said.

When the activity is complete, review how it felt to listen and be listened to, and if any new information was obtained/understood.

For additional information, consider both formal and informal resources such as:

- Look for official courses/workshops in your area of expertise to help you improve your (and your coworkers') skills. Some of these activities offer certification, but non-certifiable courses can also be beneficial.
- Use online resources like Forbes Magazine's article "5 Quick Ways You Can Bring Positive Psychology To Your Workplace" to help you maintain positivity in the workplace (goo.gl/S3efeo)
- Don't know what it means to be a project manager? There are many online resources about how to be a good project manager. LinkedIn offers us this article about 10 qualities you should have (goo.gl/3k3dNf)
- Still don't understand how to do it? Look for a course on how to be a good project manager. Courses are available both online and regionally.

How can I make the newest technological developments work for me?

(seven) New Technologies:

What: Technology refers to the collection of techniques, skills, methods and processes used in the production of goods or services or in the accomplishment of objectives, such as scientific investigation.

Why: We currently live in a generation where everything functions at high speeds and tries to achieve an almost constant improvement.

The use of new technologies can help us expand our customer bases and reach out beyond traditional borders. Knowing how to use these new technologies is an important skill for success in our modern-day market.

There are many different options available out there – from the type of computer/laptop you choose to on what social media platforms you decide to publish content – make sure that you are looking into the options that best suit your needs.

This may require asking technology experts for help, or it might mean that you have to test out several different options or combinations before you understand what is right for your company.

Two different examples found in our case studies of how new technologies can be used to promote makers:

1. The use of a eye-catching website with 'star' features to impress customers

In the case of Missom, the 'star' feature is a drumstick configurator which allows drummers to input information about their drumstick preferences. This configurator allows for the company to create the perfect pair of drumsticks for each artist.

2. Recording processes and products in a blog that is readily available to the public.

A website that is more than a place to sell a product, but also a place to connect and interact with your client base allows for two main benefits: one, you create and maintain a link with this base, and, two, you can grow your base.

These techniques employ internet based resources to take the makers' story and product worldwide.

It is important to know that these technologies (such as facebook, instagram, twitter, etc.), and the trends which use them, are constantly changing.

Therefore, up-to-date knowledge about what is 'in' or what platforms are important to have can make a company profitable.

Transfer of this knowledge can be done via young entrepreneurs working with experienced makers to share skills, via online courses, etc.



One of the main problems that companies like Ancient Greek Sandals face is in marketing and sales due to where they are based in Greece. Luckily, this business has developed a strong international presence via their webpage. This allows them to open new international sales channels and increases their ability to survive and grow.

It is also important to know what are the new technological advances within your area, or other trades which can influence how you work and produce.

Once again we can see how a reciprocal relationship between experienced makers and new artisans can be beneficial.

In the case of GUR, the addition of young artists of different backgrounds allows for a process and a product that is both similar and different from what has previously been done. This innovation allows for improvement and expansion within once one-dimensional sectors.



Try it!

Do you have a business blog? If you do, what do you use it for? Is it beneficial to your business? How? And how and you improve it?

If you do not already have a business blog, why not try a free platform (such as wordpress) to add a blog to your website.

- Understand that your blog should have a purpose. What is your blog's purpose? What do you do to achieve this purpose?
- What goals are you hoping to achieve with your blog? How do you plan to do this?
- Make sure you connect to your audience. Who are they? And what are they looking for?
- Decide on a posting frequency, and stick with it. You don't have to post every day, but forgetting to post for weeks on end allows people to forget about you.

For additional information, consider both formal and informal resources such as:

- Understand how business has been and is constantly being changed by technologies, check out Forbes article explaining how previously successful companies can fail if they are not keeping up: “4 Ways In Which Technology Is Transforming Business” (goo.gl/5ViQwv)
- If you are trying to figure out what new technologies can do for you, consider short articles such as “33 Ways to Use Technology In Your Small Business” from Small Business Information Magazine (goo.gl/CZtDiH)
- Looking for more inspiration on how to start your blog? Check out Kim Garst (social entrepreneur)’s post about “5 Steps to Take to Start Your Small Business Blog Today” (goo.gl/qLd4gj)

Good Practices: Examples

Good Practices 1: Âme Moi



Case Study: Portugal

About:

Âme moi is a Portuguese brand of luxury accessories based in the north of Portugal, in the countryside, near Porto.

Âme moi was born from the desire of its founders to capitalize on the skills and heritage of the region. They identify craftsmen renowned for their quality work in leather and embroidery, and have utilized their expertise to create luxury accessories.

The French name reaffirms the international vocation of the project and in the words of one of its founders is inspired in *“the strong connection to the Lusitano horse, an animal with soul and that represents Portugal. And because a woman puts everything in her handbag, even the soul, Âme moi gives importance to every detail and is founded on art, tradition, and exclusivity”*.

Success Story:

Âme moi is a young enterprise that has gained notoriety in both national and international markets.

In 2014, it conquered the luxury market in different countries such as Emirates, Angola, South East Asia and Portugal.

In Portugal, the products are sold in reputable stores in Lisbon (Loja das Meias) and Braga (Janes). The collection can also currently be found in Selfridges and Harrods in London as well as key multi-brand stores throughout Europe, Russia and Asia.

The enterprise has also an online store, which allows it to reach potential clients.

According to an interview conducted with the founders and published online, the feedback is being very positive and the clients love and praise the quality of the product and the concern that the brand has to follow the customers.

Problems faced:

In an interview conducted in 2015 with the founders of Âme moi, they referred to the fact that it is more difficult to introduce a new brand in markets such as Paris, London and Milan. These are markets that require hard work and distinctive brands.

Europe is an important channel for the rest of the world, which is why they consider it essential to invest in these cities. In order to promote its brand, Âme moi is making a big effort to attend events occurring during the fashion weeks in different cities, because these are important moments of networking, to make contacts and promote its collections.

To this date, Âme moi has attended events in Paris, Madrid, Doha, Luanda, Amsterdam, Cannes, Singapore and Milan.

Contact:

Key Informant: Alberto Gomes and Margarida Jacome (founders)

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Website of the organization: <http://www.amemoi.com/en/>

Good Practices 2: GUR



Case Study: Portugal

About:

GUR is a contemporary design brand that reinvents the traditional Portuguese rugs made with rags. Created in 2013 under the creative direction of an architect, who invites illustrators and artists to “print” their designs through the manual technique of weaving. It is in a traditional atelier of Viana do Castelo (a city in the north of the country), where rugs gain color and shape by the expert hands of a weaver.

The first GUR rug was born when the Célia decided to participate in an exhibition whose objective was to make the bridge between young designers and artisans working with traditional handcraft techniques. The result was so promising that the architect wanted to share it with some friends illustrators, giving them the opportunity to create a piece with their illustrations.

The outcome is fun art handmade pieces, produced in limited editions of 50 pieces.

Success Story:

GUR uses a traditional technique to create fun, decorative objects, entering the rugs into the needs of the current contemporary market and reviving the will to buy rag rugs.

GUR contributes to the establishment of a network of artist and weavers and the dissemination of their work. GUR has been largely recognized in national and international press due to the innovative design. Very recently, GUR was promoted in The New York Times Magazine, Knit Wit magazine, was considered by the Format Magazine as “5 textile artists that make weaving cool again” and one of its pieces as one of the 32 Sight Unseen’s favorite, statement-making geometric rugs.

This can be a good example of a traditional product that was very well accepted in the international market.

Problems faced:

During an interview conducted with the founder of GUR (available online), she affirms “I thought the brand would be a success in Portugal because we have a relationship with rugs made with rags, for instance, but in fact the business is going better abroad. Here, people like our rugs and are giving us a positive feedback, but I think they do not have purchasing power and it is why we are selling much more abroad.”

Contact:

Key Informant: Célia Esteves (founder) and Cláudia Vilas Boas

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Website of the organization: <http://rugbygur.com/>

Good Practices 3: Missom



Case Study: Portugal

About:

Missom is a drumsticks manufacturer based in Porto. Operating with the Trademark MISSIOM (tm), the brand recently won a very important International award for the best drumstick manufacturer in the World and was the first invited exhibitor and official drumstick provider at the Percussive Arts Society Competition held in Italy.

The Brand was founded in 2001 by Miguel Ralha, a Porto Music Conservatory alumni and a lifetime craftsman. Mr. Ralha's original plan was to manufacture bespoke drumstick prototypes, fitted for individual musician necessities, and then outsource the production. Soon he discovered that this wouldn't be an easy task. After trying with many different local wood turners, he didn't find anyone who was delivering a precise enough job as the one demanded for high quality drumsticks.

After launching the project, Mr. Ralha spent one year fine tuning the perfect drumstick, counting with the help and expertise of some of the best percussionists in the World.

Success Story:

The brand Missom is widespread, and musicians in top international orchestras and some of the most prestige percussionists in World use the brand's drumsticks.

Mr. Ralha is known as a superb fitting consultant. The Master sets-up and conceive perfect drumsticks for each musician anatomy, physical capacity, expertise and playing style, creating a heavily customized drumstick, leading towards a heavily dependent customer. Also, the alliance of hi-tech processes with a very skilled artisanal techniques results in a highly accurate work.

In addition, being a small company working mainly with small batches and having a productive over-capacity, Missom is able to quickly deliver, with great flexibility, a perfect product developed with the necessities of each particular musician in mind.

Finally, Missom's innovation efforts are based in a strong research, always undertaken in a tie-knitted partnership with a musician, normally a top professional.

Problems faced:

The lack of business expertise and liquid assets to invest in the upgrade of the management structure is the main problem in the company. Mr. Ralha says that he is a world-class wood turner, but not a great business manager.

The financial struggle is interfering with the company's marketing, without that extra cash to invest in more proactive sales activities. Nowadays Mr. Ralha is attending fewer and fewer trade shows and international competitions, the ideal places to meet potential customers. This leads towards a situation of disengagement with the musicians and a feeling of losing grip in the market.

Also, R&D is very limited to Mr. Ralha's personal network. R&D centres and universities charges service fees far too expensive for small enterprises being actually able to use it.

Contact:

Key Informant: Miguel Ralha (founder and craftsman)

E-mail: info@missom.com

Website of the organization: www.missom.com

Good Practices 4: CHICoração



Case Study: Portugal

About:

Otília (co-founder) is one of those true makers. Running this business and taking advantage from the privileged access to locally sourced wool, she developed CHICoração, her own textile and retail company.

João (co-founder) is following his father's path, in the wool and furs business. A deep knowledge of the market and a vast network allowed to identify opportunities when some of the company's clients started close their operations.

CHICoração processes and workflow follow the principles of the Slow Fashion Movement. The Winters are dedicated to work the wool and Summers to the cotton, linen and silk.

More than 80% of CHICoração costumers are foreigners and the company already started to export.

Success Story:

The company, after spending a good part of its life operating in the earliest stages of the value chain, was able to reinvent itself and add value to this very common product.

This value is added not only by selecting great quality raw matters, but by the control of all the value chain, from the wool to the final customer. What makes CHICoração a great enterprise is the way that the highly customized fabrics and garments are manufactured, reusing old looms and machinery and rehabilitating highly skilled labour. Part of the company's success is the way Otília is able to tell a perfect story of craftsmanship and sustainability.

One of the most interesting things about the company, is the scale of the production. It's not artisanal. It's not industrial. It's in that place in between.

A lot of the value of the business she's building rests in the fact that she's slowly creating a small/medium scale production company that is very aligned with the shift in manufacture happening today, which is increasingly more relevant.

Problems faced:

CHICoração main problem is the marketing and sales of their products in other retailers than its own shops.

Despite the big success of the two shops, the naturally limited sales due to small production has meant that CHICoração has to change their process. The company has already scaled the production and is ready to increase its output, but hopes to do it in a sustainable way.

In order to have a positive return of the investment made in the machinery and to justify the operation overheads, it is mandatory to increase the production and to open new international sales channels and have increase the brand retail network.

Contact:

Key Informant: Otília Santos (founder and craftsman)

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Website of the organization: <http://www.chicoracao.pt/>

Good Practices 5: Vitrail Saint-Georges



Case Study: France

About:

Vitrail Saint-Georges is a stained-glass restoration, production, and creation workshop, whose expertise has been passed on from master to apprentice since 1852. Labeled "Living Heritage Company", Vitrail Saint-Georges puts its expertise in community service such as individuals to reveal the light of heritage.

In 2010, John Mone took the company over from his father. He decided to move into a huge field in a former hunting lodge. The expansion project will allow to continue stained-glass renovations and creations, as well as develop a new axis in interior design.

The customer hears about Vitrail Saint-Georges by word of mouth and reputation. In this activity, competition is very strong and the company must demonstrate enormous creativity and a good ability to innovate in order to stand out.

Success Story:

Recognition of Skill: The workshop Vitrail Saint-Georges is labeled "Living Heritage Company". This label (LHC) is a recognition of the state set up to reward French companies for their craft skills and manufacturing excellence.

Transmission of Skill: Joel Mone, John's father, was actively involved in the implementation of the CAP glass arts and techniques's Stained-Glass option proposed by the Ministry of Education and the commissioning of the Stained-Glass CERFAV branch when it opened for the first three years. In turn, John Mone is involved in the stained-glass training as Counselor of Technological Education under the Ministry of Education for the 13th Professional Certification stained glass specialty.

The Vitrail Saint-Georges Academy is also registered as a training center by the Ministry of Labour and approved by the National Union Chamber of stained-glass.

Problems faced:

The company faces three major problems:

Not being located in Paris excludes it from the famed network of national stained-glass masters. As the world of stained-glass masters is extremely small, it should be well fed and maintain its network.

Stained glass is a craft that has changed very little as it ended very quickly. The tools have changed but the gestures, the expertise, and the necessary knowledge and skills have stayed the same for years. Transmission is absolutely necessary, including knowledge of light and its propagation.

Since the takeover by Jean Mone, Vitrail Saint-Georges has doubled its turnover in two years. However the too rapid and uncontrolled growth, the lack of experience, etc. resulted in the suspension of tendering for one year, and the move of premises involved in the same period were due to this too rapid rise. Since then the company has been trained, re-organized, to better initiate growth.

Contact:

Key Informant: Jean Mone

E-mail: jean-mone@vitrail-saint-georges.fr

Website of the organization: www.vitrail-saint-georges.fr

Good Practices 6: SARL Luc Vaganay



Case Study: France

About:

With 28 years of professional experience, Luc Vaganay, a cabinet-maker in Lyon has created seven jobs and provided training for apprentices, marquetry cabinet-makers, and many trainees. There are currently three cabinet makers within the SARL Luc Vaganay; one of its employees having worked there for 28 years.

The company works for private customers, as well as museums, public buildings, and historical monument furniture. Beyond regional customers, Luc Vaganay works throughout France and also has a loyal international clientele (Switzerland, United Kingdom, United States ...).

Success Story:

A vast know-how: This is passionate cabinet-maker can give new life to old furniture that are part of the family patrimony, advising private clients on which restoration techniques to use. He has rare expertise in restoring antique furniture inlaid, controlling the polish, and carrying out the Digitrace treatment.

The experience Luc Vaganay and his team has allows them to work on very complex restoration projects that can last more than 500 hours and restore some exceptional pieces

The transmission of this know-how: Head of the artisanal company labeled Living Heritage Company, Luc Vaganay is conscious of the transmission issue of traditional French expertise. President of the Association of the 6th arrondissement of Lyon Craftsmen, he is also a member of the Lyon Art craftsmen and entrepreneurs club SEPR Generations Pro (Training Center of Apprentices).

Problems faced:

At the time of creation and sometimes beyond that, a craftsman is often alone. He must learn to manage his business while producing relentlessly. He often lacks the time to develop serenely his business and make it known or recognized. SARL Luc Vaganay has become a well-known brand in France, but it took many years for its leader to achieve this result. With hindsight, the entrepreneur believes that this reputation was acquired by the high quality of his work, but also by the considerable time devoted to publicizing the profession and sharing a passion on behalf of an entire sector and not only in his own name.

Contact:

Key Informant: Luc Vaganay

E-mail: lucvaganay@yahoo.fr

Website of the organization: www.lucvaganay.com

Good Practices 7: Brunello Cucinelli Cashmere



Case Study: Italy

About:

Brunello Cucinelli Cashmere represents a successful case linking market approach and innovation. In 1978 the initial core of a company was established driven by the desire to create a different way of doing business in the twenty-first century; it was to be based on a contemporary form of humanism, where profit can be sought without damaging mankind.

The peculiarity of this company is represented by the principle that the business profits looks like an economic value, but it is nothing if it is not supported by the human value.

From this came the ideal motivation for the school: to restore craftsmanship's nobility and pay appropriate wages for this specialised type of work. This is, in fact, the long-term goal of the Solomeo School: to reverse this tendency and start a regenerative process of craftsmanship values giving young people trust in the future once more.

Success Story:

In our opinion this is a case a success because it represents the importance of high quality and creativity in each single step of the production chain, and the preservation of values making up the company's DNA: dignity of profit and special relationship with the surrounding territory, in a constant development and growth.

The foundations of the business model are strongly anchored to the distinctive features identifying the brand and positioning it at the top end of the luxury segment: search for top-notch quality when procuring raw materials, excellence in craftsmanship and manual work.

Craftsmanship and manual skills are valorized and spread. In particular, the production is composed by artisanal collection that are strictly made in Italy by 300 craftsmen workshops that are highly qualified to perform each production phase

Problems faced:

The success of this company, among the best examples of Made in Italy. The company is placed in the highest end of the luxury segment, thanks to the use of quality raw materials, excellent production and gradual and balanced expansion of its retail business.

Contact:

Key Informant: Brunello Cucinelli (Founder)

E-mail: comunicazione@brunellocucinelli.it

Website of the organization: <http://www.brunellocucinelli.com/it/servizi/contatti>

Good Practices 8: Grandi Maioliche Ficola



Case Study: Italy

About:

Grandi Maioliche Ficola demonstrates the ability to offer products that are always up to date, thanks to the great value linked to research and innovation.

It is a company that has been operating in the ceramic and volcanic stone sector for many years, and is based in Deruta, in the heart of Umbria, where the whole production takes place.

Grandi Maioliche Ficola, offers a wide range of products such as indoor and outdoor tables, bases for tables, chairs, gazebos, coverings, tops for bathrooms, sinks, tops for kitchens, flooring, stairs, mirrors, ceramics, pottery and many other items.

Its core business is the creation of hand - decorated volcanic stone tables and terracotta decorated pots, aimed at any domestic or public environment.

Carrying out its production with passion and extreme attention to every detail, it offers an original and high-quality product, the best of made in Italy.

Success Story:

Towns of ceramic and small crafts traditions, endowed with a rich artistic heritage, are facing severe problems: globalisation exacerbating competition and ageing population of craftsmen, both leading to a continuous decline of the sector.

The lack of development and marketing strategies and techniques at the enterprises mean a major obstacle for the needed improvement, the case of Grandi Maioliche Ficola we see a successful case because it demonstrates the importance of innovation due the goal is to bring the pottery in everyday life, making not only ornaments but also practical objects that would acquire, through design and the ability to use the new ceramic materials

Problems faced:

The study case shows innovation and technology relevance even in handicraft enterprises especially to develop on foreign markets.

Innovation, realized through the creation of new products or more efficient production processes, must necessarily raise the quality level of artistic craftsmanship that has suffered a negative bending over the years due mainly to the need to bring down prices to encourage the competitiveness and the lack of an adequate training of the workforce system.

Contact:

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Good Practices 9: Innotransfer Mueble



Case Study: Spain

About:

INNOTRANSFER@mueble is the AEI (Innovative Business Group) Wood-Furniture online knowledge platform aimed to provide useful information and knowledge resources in the technology and marketing fields to crafts, artisans and other enterprises to support them in the identification of business opportunities in the furnishing and housing industry. The digital platform is equipped with resources (guidelines, teaching materials, videos, handbooks, etc) to guide companies in service-based business opportunity development and planning collective innovative strategies.

The platform provides specific tools for the search and identification of opportunities for innovation and value creation that stimulate the furniture sector towards growth markets.

Success Story:

The platform has promoted the competitiveness of participating companies and their visibility and presence in international markets (Bové Badell, M, 2014). The platform has fostered this objective by establishing synergies between the members so that they can exchange knowledge and generate a collaborative network that brings strength to their initiatives. It has been equipped with the resources to guide companies in service-based business opportunity developments and collective innovation strategies, necessary conditions for increasing competitiveness.

The Ministry of Industry, Energy and Tourism has rated as "excellent" on the Strategic Plan submitted by the AEI Wood-Furniture, and it has proceeded to renew the platform, allowing it to continue with the activities of driving innovation to 2016.

Problems faced:

In order to get access to the restricted access section with the possibility to consult more complete documents and learning materials, craft companies need to adhere to the AEI. The process of adhesion is free.

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Good Practices 10: Cr@ftsman Project Of Fundesarte

The screenshot shows the Cr@ftsman project website. At the top, there is a navigation bar with the text "Usted no se ha autenticado. (Entrar)" and a language dropdown menu set to "Español - Internacional (es)". The date "Martes 26 Abril 2016" is displayed. The main header features the "CR@FTSMAN" logo and the tagline "Transference of training material to elearning for the management of crafts SMEs". Below the header, there is a section for "Usuarios en línea" (Users online) showing "Ninguno" (None) in the last 5 minutes. The central area displays logos for various partners: Second Chance Association (BG), euoproject, SMILE-TOSCANA, Fundación Española para la Innovación de la Artesanía, fundaciónmezquita (promoviendo la artesanía), plenum (hacia sostenible development), IFES, and FORMACIÓN 2020 S.A. On the right, there is a "Cursos" (Courses) section listing three courses: "Комплексно управление на малки занаятчийски предприятия" (Complex management of small craft enterprises), "Integriertes Management für Handwerksbetriebe und KMUs" (Integrated management for craft enterprises and SMEs), and "Managementul integrat al IMM-urilor meșteșugărești" (Integrated management of craft enterprises).

Case Study: Spain

About:

Since 1981, Fundesarte is the leading institution in the promotion and development of Spanish craft enterprises. Its main goal is to manage projects to incorporate innovation in the craft sector as well as organise promotional activities, such as the National Crafts Awards. Currently Fundesarte is part of the Foundation EOI (School for Industrial Organisation), entity attached to the Ministry of Industry, Energy and Tourism of Spain (MINETUR).

The CR@FTSMAN project (2009-2011) was a project led by the Institute for Education and Social Studies (IFES), funded 70% by the European Union under the program Leonardo da Vinci. It mainly consisted in creating an online course, following the methodology e-learning, on "Integrated Management of the Artisan SMEs" aimed at improving knowledge, skills and competences of the artisans in their workshops and/or companies' management.

**Good Practices 10: Cr@ftsman Project Of
Fundesarte | 137**

Success Story:

The results of this project were a training itinerary including material designed according to the characteristics of the e-learning methodology, to be used in the online modality in all those learning processes of vocational training. These contents were referred to those topics which are of relevance for carrying out an integral and efficient management of SMEs and workshops.

The impact was the increase of knowledge, skills, attitudes and aptitudes of craftsman and craftswomen for management. This impact also involved potential beneficiaries: members from organisations related to the promotion of the SMEs activities, public and private entities directly or indirectly related to the crafts activity, training and online training providers, etc.

The tangible outcomes were the revised and adapted material. The non-tangible outcomes included the increase of craftsmen's participation in training processes as well as the use of ICTs.

Good Practices 10: Cr@ftsman Project Of

Fundesarte | 138

Problems faced:

The access to the digital platform for the access to the e-learning course was restricted for the general public.

Fundesarte staff has provided the password for the free access to this digital platform in order the consortium of the Craftsmanship+ project can download the modules.

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**Good Practices 10: Cr@aftsman Project Of
Fundesarte | 140**

Good Practices 11: Ancient Greek Sandals



Case Study: Greece

About:

Ancient Greek Sandals is an export-oriented Greek company operating in this specific footwear sector in the last 4 years.

Ancient Greek Sandals are handmade locally by skilled craftsmen using traditional techniques that have existed for centuries. Both co-founders have extensive experience in the footwear business, either in shoe designing or shoe manufacture and wholesale/retail. When they came up with the idea of making leather sandals, they knew that brand building was among their top priorities if they wanted to carry through with a feasible business in the international arena, so they sought advice at an independent agency that provides integrated solutions to sales and communications.

In 2014, Nikolas Minoglou and Christina Martini, the entrepreneurs behind Ancient Greek Sandals received the Award for Young Entrepreneur of the Year in Greece by the Stelios Philanthropic Foundation.

Success Story:

Ancient Greek Sandals has implemented an integrated marketing strategy from a very early stage, building a distinguishable fashion brand with the aim of improving the business competitiveness of the specific craft activity in international markets.

In addition, it is a good practice example as it effectively promotes entrepreneurship and marketing policies taking into account the craft sector's needs to achieve successful results.

Moreover, Ancient Greek Sandals has quickly become a top foreign fashion brand for ancient Greek-style sandals owned largely to its design and quality of raw material, having almost 38,000 followers in social media (e.g. Facebook); it is also a completely self-funded company with zero debt.

Furthermore, it is a project that invested on a local product –leather sandals– in a different perspective, shifting the focus on the design and high quality, thus competing successfully with other well-established foreign brands in the handmade footwear sector.

Problems faced:

According to an interview given by the company CEO to Kathimerini newspaper early in 2014, taxation (especially as regards to VAT refund) and the relevant legal framework regarding entrepreneurship do not seem very favourable towards business operation, in particular regarding newly established companies that need to invest their initial capital in promotional and other related activities.

Still, strong will and determination to carry through with the original project along with a well-structured and export-oriented marketing plan could bring about the desired results and help overcome some of the problems arising from burdensome and outdated administrative procedures or other unstable market conditions affecting local businesses.

Contact:

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Good Practices 12: Zylo Eyewear



Case Study: Greece

About:

All Zylo Eyewear items are created through a handcrafted process. The philosophy behind the company is that wooden eyewear should not be a luxury item but rather an artifact that comes from good technique, attention to detail and care for the material and the final outcome; something that everyone should enjoy wearing.

In this respect, the quality of materials is of primary concern for the people of Zylo Eyewear who carefully choose the lumber they use and refine it by hand. Apart from the aesthetic features in lines and forms evoking the waves of the sea or the flow of the sand on the golden beaches of the Mediterranean, special attention is given to the ergonomics of the sunglasses' wooden frames, which are feather-lite making them lightweight and easy to wear for hours. Finally, they use high quality lenses and they do not use any chemicals or finishing products other than beeswax and olive oil salve.

Success Story:

The way Zylo Eyewear started and developed its business activity as a craft enterprise has undeniably contributed to promoting learning-by-doing and risk taking, which are essential ingredients of entrepreneurship. Apart from creating income for its co-founders (affected by the financial crisis as many others in Greece by the time they launched their project) Zylo Eyewear sought to form a small team with other professionals and craftsmen living in the same island in order to shape the future of their endeavor in terms of design, manufacture, marketing and sustainability.

It is also a good practice example for improving the situation for craft enterprises within a certain region since it highlights their potential and prospects, especially within the context of creative industries.

Finally, the case of Zylo Eyewear is an original and innovative project built upon the enthusiasm, hard work and creativity of its people that set clear goals and take small but steady steps towards achieving them.

Problems faced:

According to Zero Eyewear co-founders, the main difficulties were mostly about financing their project and having access to materials required for sample testing and for experimenting with lines and forms of the items they planned to create.

With regards to financing, they decided to explore the possibilities of global fundraising, so they started a crowdfunding campaign on Indiegogo, an internet platform for financing creative and entrepreneurial ideas, which –to their surprise– turned into a total success overcoming their initial expectations.

It was also particular difficult to handle and use wood in a correct way, taking full advantage of its potential in crafting wooden eyewear.

Contact:

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