



## **CRAFTS CODE GOOD PRACTICE GUIDE**

### **Topic 1** How to improve innovation applied to business models and process





# ABOUT CRAFTS CODE

**CRAFTS CODE** is the acronym of:

**C**reative **A**ctions **F**or **T**ailoring **S**mes' **C**Ompetitive **D**Evelopment

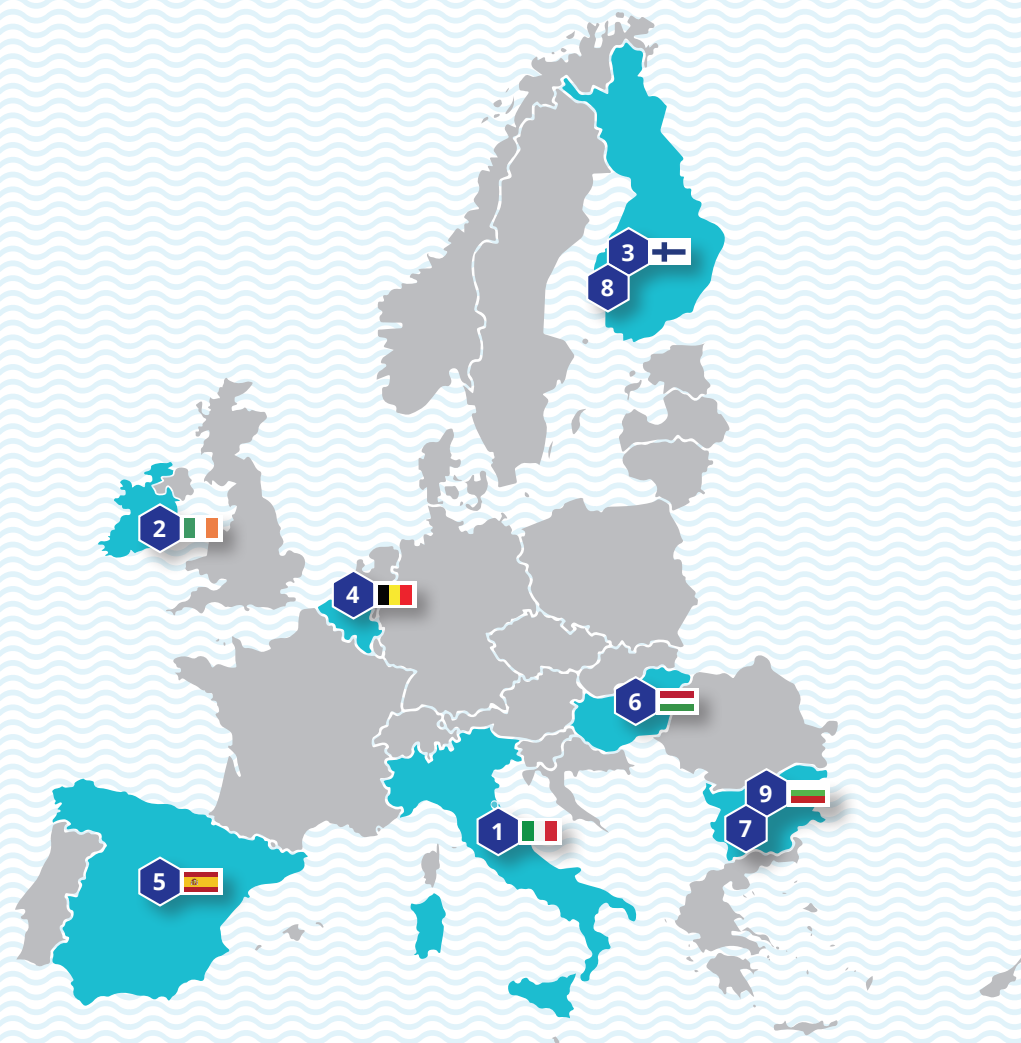


**CRAFTS CODE** aims to make craft SMEs more competitive.

## HOW?

**CRAFTS CODE** aims to enhance the competitiveness of craft SMEs by developing a framework to stimulate policy learning and build capacity to improve the implementation of regional development policies and programmes. The project will identify the barriers to SMEs working in the craft sector and will improve access to supports for business start-ups, business expansion and higher innovation levels in micro-enterprises.

# PARTNERSHIP



1



**Lead Partner  
MUNICIPALITY OF  
FLORENCE (LP)**

The Municipality is directly involved in the support of the local crafts economy providing opportunities and funds for artisans and SMEs.

2



**Partner  
DESIGN & CRAFTS  
COUNCIL IRELAND  
(DCCI)**

DCCI is the main champion of the design and craft industry in Ireland, fostering its growth and commercial strength.

3



**Partner  
VAASA UNIVERSITY OF  
APPLIED SCIENCES**

VAMK is an international University of Applied Sciences which provides high level theoretical & practical oriented education in Finnish & English.

4



**Advisory Partner  
ARTESIS PLANTIJN  
UNIVERSITY COLLEGE  
ANTWERP**

Artesis Plantijn University of Applied Sciences and Arts Antwerp (AP) is a higher education institution located in Antwerp, Flanders, Belgium.

5



**Partner  
EOI FOUNDATION**

Fundesarte is the leading institution in the promotion and development of Spanish craft enterprises as part of the EOI Foundation.

6



**Partner  
BUDAPEST  
FOUNDATION  
FOR ENTERPRISE  
PROMOTION**

Budapest Enterprise Agency develops and promotes micro, small and medium enterprises of the Hungarian capital.

7



**Partner  
RAM CENTRAL STARA  
PLANINA**

RAM Central Stara Planina recognises culture and creativity as a main driver for sustainable development.

8



**Partner  
REGIONAL COUNCIL OF  
OSTROBOTHNIA**

The Regional Council aims to build up the necessary conditions for a balanced development & economic growth and serves the welfare of the Ostrobothnian people.

9



**Partner  
MINISTRY OF ECONOMY,  
EUROPEAN FUNDS  
FOR COMPETITIVENESS  
DIRECTORATE GENERAL**

The main priority of the Ministry of Economy is to create conditions for sustainable economic growth in the Republic of Bulgaria.

## CASE STUDIES: Good Practices Identified

From January 2020 until April 2020, CRAFTS CODE partners conducted research into relevant good practices, and hosted a series of meetings with stakeholders, makers and professionals. Partner organisations, with input from their stakeholders, proceeded to collect good practices in response to the topic 'How to improve innovation applied to business models and process'.

The meetings and research allowed for exchange of experiences and learnings that were then collated and presented at the first Interregional Thematic Seminar (ITS) on the 12 and 13 May 2020. Due to COVID-19, partners had to adapt the ITS (previously scheduled to take place in Finland). Instead, partners hosted a two-day online public presentation. This allowed stakeholders, participants, craftspeople and the general public to all attend and engage with the good practices presented.

By converting our ITS online we were able to connect with an audience of 186 people on day 1 and 112 on day 2. The two-day event was recorded and uploaded to YouTube and social media to allow even more audiences to engage with the project.

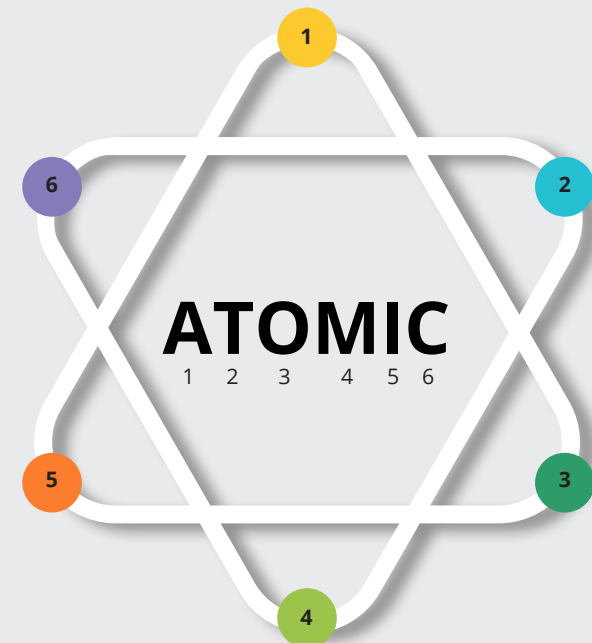
**About Topic 1: How to improve innovation applied to business models and process.**

**Partners investigated good practices that specifically responded to the following:**

1. Development of entrepreneurial skills
2. Supporting business creation and self-employment
3. Cross-sector collaboration
4. Regenerating the crafts sector through innovative ideas

**CRAFTS CODE** partners were asked to try and keep their selected good practices in line with the following criteria:

A good practice should be: **ATOMIC**



- |                                                                                                          |                                                                                            |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| <p><b>1</b> <b>AMBASSADOR</b> it functions as a 'forerunner' in its field</p>                            | <p><b>2</b> <b>TRANSFERRABLE</b> it can be 'translated' to other fields and situations</p> |
| <p><b>3</b> <b>OBJECTIVE-ORIENTED</b> it needs to have a specific and well - described goal</p>          | <p><b>4</b> <b>MEASURABLE</b> it has led to positive results and a clear added value</p>   |
| <p><b>5</b> <b>INNOVATIVE</b> it differentiates itself from what is currently seen as daily practice</p> | <p><b>6</b> <b>COMPLETE</b> possible matters of attention and problems are mentioned</p>   |

| Partner                                                                          | Good Practice                              |                                                                                      |
|----------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------|
| Design & Crafts Council Ireland                                                  | 1. OPTIMISE Design Ireland                 |    |
| EOI Fundesarte, Spain                                                            | 2. MISUI                                   |    |
|                                                                                  | 3. Artesania no Prato                      |    |
|                                                                                  | 4. Ceràmica Cumella                        |    |
|                                                                                  | 5. Seseña                                  |    |
| RAM Central Stara Planina, Bulgaria                                              | 6. Business Independence                   |    |
| Municipality of Florence, Italy                                                  | 7. Murate Idea Park (MIP)                  |    |
| Budapest Foundation for Enterprise Promotion                                     | 8. Poppy Bulb Mentoring Programme          |   |
| Regional Council of Ostrobothnia and Vaasa University of Applied Sciences (VAMK) | 9. CreaAction, Hub for Creative Industries |  |
| Regional Council of Ostrobothnia and Vaasa University of Applied Sciences (VAMK) | 10. Kvarken Business Shop                  |  |





## PRACTICE 1 Ireland OPTIMISE Design

### Organisation in charge of the good practice

IE Domain Registry (IEDR)

In 2017, IE Domain Registry (IEDR) partnered with the Design & Crafts Council Ireland (DCCI) and the Local Enterprise Offices (LEOs) to deliver OPTIMISE Design Ireland.

### Short summary of practice

The ambition of the OPTIMISE programme is to bring Irish design and craft to a global online audience. OPTIMISE Design Ireland empowers innovative, designed Irish brands to improve their online presence, hone their digital capabilities and grow their global e-commerce sales, by bringing together best-in-class expertise across the digital, enterprise and design sectors.

Each participating business benefits from an extensive digital audit, a website health check, by an expert digital marketing agency before taking part in a series of mentoring days and a masterclass.

### Evidence of success

Each participant of the programme undergoes a focused digital healthcheck. It measures the performance of a participant's

business under the headings of Branding; Design; UX Usability; Content; E-commerce; Coding; Mobile; SEO/AdWords; Social Media and Email Marketing. A detailed report is provided outlining recommendations, so that participants have a roadmap for improving their online presence and e-commerce capability. Participants are given fast-track access to the LEO Trading Online voucher scheme, which offers financial assistance of up to €2,500, with training and advice to help small business trade online.

From a sector organisation perspective, OPTIMISE supports SMEs to:

- Assist members to grow their businesses and protect their futures by ensuring they are digitally capable and confident
- Promote digital excellence within a sector and facilitate digital transformation
- Ensure members can compete online in the global marketplace.

### Find out more

[www.iedr.ie/optimize-programme/](http://www.iedr.ie/optimize-programme/)



## PRACTICE 2 Spain MISUI

### Organisation in charge of the good practice

MISUI

### Short summary of practice

The Barcelona-born brand MISUI is a curator of jewellers that collaborates with its designers to develop innovative projects of high artistic worth. This approach implies that the authorship of the jewellery is always communicated, giving visibility and a leading role to the designers.

MISUI proposes a new operating model: the brand acts as a curator for jewellers and develops its collections based on a commission from different designers with an international recognized artistic career. The designers enjoy full freedom to create and they have at their disposal the necessary materials and tools to transform their ideas into shapes with the highest quality standards.

MISUI seeks to create objects where luxury derives both from the idea behind the piece and from its expression in the design and in the final production, looking for the artistic and material value of the jewellery. The main attributes

of the brand are authorship and technique.

The project stands out from the dynamics and rhythms of fashion with unique pieces, far from trends and with a will to stay.

### Evidence of success

The main proof of success of the model is the resulting collections: MISUI creates avant-garde pieces that celebrate the trade and claim the cultural potential of jewellery.

Another essential indicator is the degree of satisfaction and involvement of the authors, whose collaboration is very positively valued. For the project this is an important issue, since it was born with the intention of contributing to the evolution and trajectory of the creators.

Furthermore, MISUI's new jewellery approach has sparked strong interest in the sector and the project and its collections have won several awards in recognition of the high artistic and material value of their creations.

### Find out more

[www.misui.es](http://www.misui.es)





## PRACTICE 3 Spain ARTESANÍA NO PRATO

### Organisation in charge of the good practice

Fundación Pública Artesanía de Galicia (Public Crafts Foundation of Galicia)

### Short summary of practice

The “Artesanía No Prato” (crafts on a plate) project was launched in 2013, and aims to generate an interrelationship between crafts, design and gastronomy. It aims to connect nouvelle cuisine with the brand Artesanía de Galicia (Crafts from Galicia).

Through “Artesanía No Prato” craftsmanship is introduced to outstanding chefs in Galicia with the aim of them becoming promoters of the synergies between crafts and gastronomy, focusing on the value of bringing together both sectors and seeding new collaborations in product design for nouvelle cuisine as well as reviewing traditional elements of the local craftsmanship.

### Evidence of success

Handling the balance between concept, aesthetics and functionality, collaborations between chefs and craftsmen of Galicia are increasing. Currently, there are more than 40 crafts

workshops that are working with Galician and national chefs as a result of this project, as well as with large companies that distribute catering equipment.

Also, Michelin-starred restaurants such as Casa Solla (Poio, Pontevedra), A Tafona (Santiago de Compostela) or Culler de Pau (O Grove, Pontevedra) have joined this initiative with excellent results. The inclusion of these chefs has worked as a driving group by young chefs who have begun to introduce crafts into their projects.

### Find out more

[www.artesaniadegalicia.xunta.gal/es](http://www.artesaniadegalicia.xunta.gal/es)





## PRACTICE 4 Spain Ceràmica Cumella

### Organisation in charge of the good practice

Ceràmica Cumella

### Short summary of practice

Turning a ceramic workshop into a craft company specialized in large architectural projects is only possible through innovation, both in process and in the business model.

By observing and analysing the production process Ceràmica Cumella was able to find practical solutions. They turned into a benchmark company thanks to their innovations based on a tailored crafts concept for each project, without the need to have a catalogue with a closed line of products.

Arts applied to architecture have inspired Catalan modernism, generating much of the architectural heritage that millions of people from all over the world are currently visiting. With this vision, a ceramist can offer a lot of added value also to contemporary crafts, but for that he must learn to speak the same language as contemporary architects and offer them processes and results that fit into current projects. That is what Ceràmica

Cumella has achieved, providing great added value to all the projects in which they participate. This value is not only aesthetic, it is often also functional, since their deep knowledge of the material allows them to apply innovations that respond to the needs of the most demanding projects. There is a constant R&D and interdisciplinary dialogue.

### Evidence of success

This practice stands out because the craftsmen's workload improves, making their tasks easier. The result is very clear, shortening process times and consequently the profitability of the company.

### Find out more

[www.cumella.cat](http://www.cumella.cat)





## PRACTICE 5 Spain Seseña

### Organisation in charge of the good practice

Seseña: product innovation and marketing channels

### Short summary of practice

Seseña is a brand of Spanish capes with more than 100 years of existence, run by the 4th generation of cape makers. Seseña has successfully transformed from a brand that focused only on capes, to an overall fashion brand. It keeps the traditional cape designs but at the same time, it has developed new lines with contemporary designs. It has managed to reduce the average age of its customers and since 1998, it maintains and improves an online marketing channel with international distribution. They also have a shop and workshop in the centre of Madrid. Innovation has been developed throughout the whole value chain without losing the crafts essence. By understanding its market, customers and production processes, Seseña has successfully transformed from a brand that previously focused only on traditional capes, to an overall contemporary fashion brand.

### Evidence of success

The most objective evidence is the results of the company and the growth of the turnover and online sales (which were part of the objectives of the Strategic Plan). But also, how the age average of the customers has changed.

The company's total sales increased from €170.000 in 2013 to €300.000 in 2019. A growth of 76%. Online sales went up from 11.000€ in 2013 to €55.000 in 2019. An increase of 400%. From 24 units sold in 2013 to 100 units in 2019.

### Find out more

[www.sesena.com](http://www.sesena.com)



## PRACTICE 6 Bulgaria Business Independence

### Organisation in charge of the good practice

Valentin Dimitrov

### Short summary of practice

Valentin Dimitrov combines in a unique way craft and design skills, technological and marketing knowledge, respect for traditions and an instinctive feel of the new reality, a willingness to share and coach.

The master artisan has organised a completely independent business cycle that starts from the raw clay manufacturing, continues with his own design, the manufacturing of the ceramic handiwork on his own made pottery wheel, firing in his own created ceramic furnace and finally the market realization of the product through his multilingual web site.

### Evidence of success

Many individuals and galleries in Bulgaria and abroad own the ceramic handicrafts, made by this master artisan, using the sgraffito technique. This included the unique historical, cultural, and entertainment-educational park near Varna.

- Hundreds of furnaces and pottery wheels sold;
- Dozens of organised training courses;
- Established business identity for more than 30 years;
- He considers good cost-benefit ratio.

### Find out more

[www.sgraffito-keramika.eu](http://www.sgraffito-keramika.eu)





## PRACTICE 7 Italy Murate Idea Park

### Organisation in charge of the good practice

Murate Idea Park (MIP)

### Short summary of practice

The MIP programme identifies and introduces a mentor that counsels the entrepreneur on acquisition of knowledge, perspective, and social skills, guiding the mentee along complex decision-making phases.

Mentorship starts at early stages of a new business formation, this is a long-term trusted relationship, in which the mentee will lead the relationship, inviting the mentor to assist in working through difficult decisions.

### Evidence of success

Mentoring delivers valuable advantages to startup organisations.

The programme aims to:

- Develop future leaders
- Support personal and professional growth
- Impart new skills
- Retain or pass along important knowledge
- Improve engagement and morale

During the last two years, MIP has applied this practice, developing a network of mentors with diverse backgrounds, and pairing the mentors with companies and entrepreneurs that have been admitted to Murate Idea Park. The results have been staggeringly successful, as evidenced by the maturity of the business propositions and successful execution of the resulting business plans.

### Find out more

[www.murateideapark.it](http://www.murateideapark.it)

THINK  
OUTSIDE  
THE BOX



## PRACTICE 8 Hungary Poppy Bulb Mentoring Programme

### Organisation in charge of the good practice

Panyizsuzsi és Társa Ltd.

### Short summary of practice

Innovative business development method tailored for female craft entrepreneurs (online and personal incubation) with free mini-courses held by certified and successful female craft entrepreneurs.

### Evidence of success

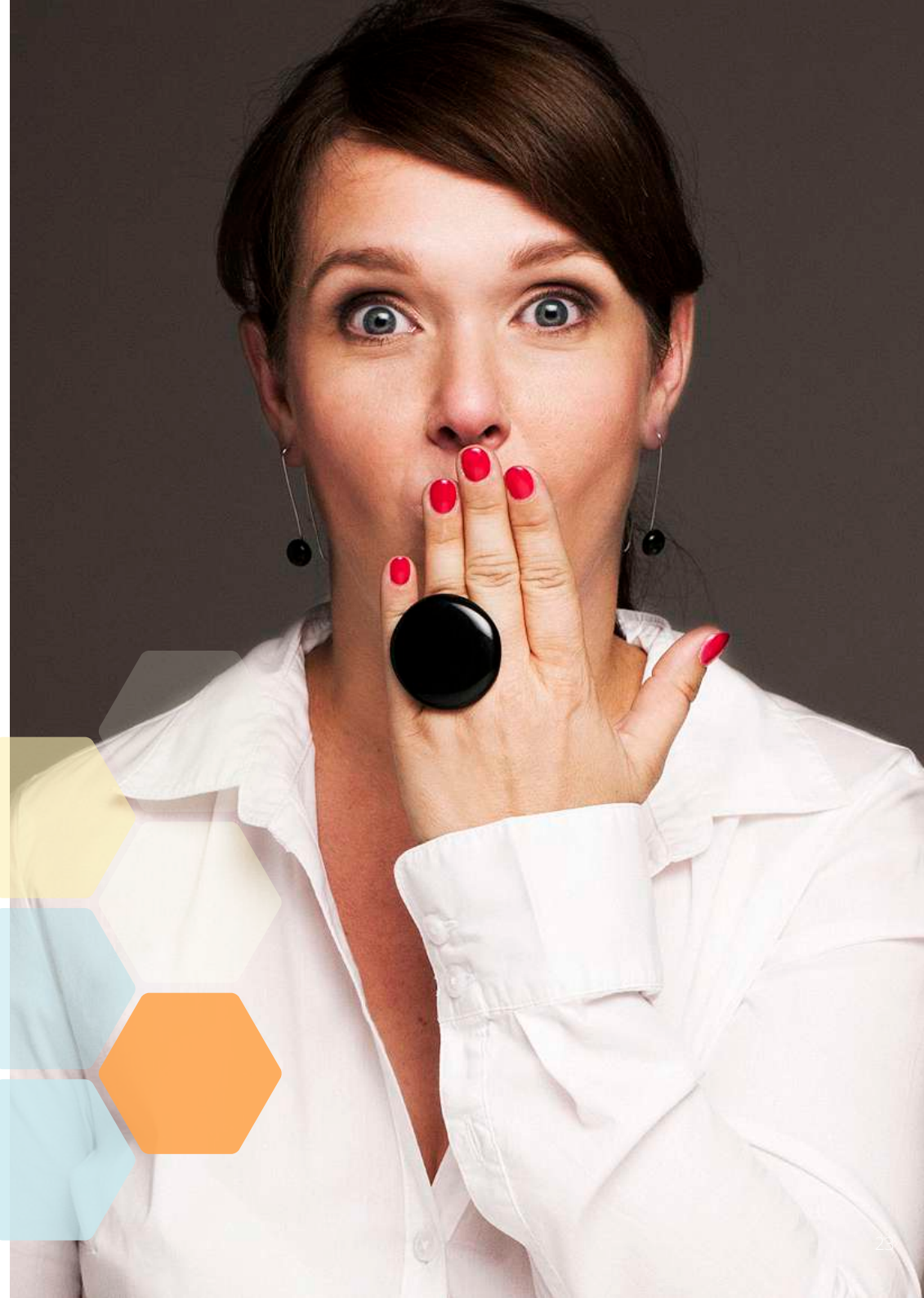
- It was created by the idea owner alone who is a design jewellery entrepreneur herself
- The concept can be implemented from some tens of euros and is test proof as the idea owner could test the techniques at her own enterprise
- Since being established, 500 students have completed the online paid course and over 3000 for the free courses which are tailored to the customer's needs.
- The method can be implemented easily, quickly and with little investment in any other region/country.

- Only one person (with the correct qualities, knowledge and experience) is sufficient to operate it.
- One student, a silk dyeing female entrepreneur who created the "silkandmore.hu" online webshop as a result of mentoring, received an order of 100 scarves from a commercial bank thanks to her attractive website. The bank has been her client ever since (<https://silkandmore.hu/>).
- A website/webshop can be created by the entrepreneurs on their own during the course.

### Find out more

[www.makgubo.hu](http://www.makgubo.hu)

<https://panyizsuzsi.hu/>





## PRACTICE 9 Finland CreaAction

### Organisation in charge of the good practice

Western Finland Design Centre  
Muova

### Short summary of practice

CreaAction collects key players from different creative sectors, the craft sector included, to work on real-life cases and to find opportunities to collaborate. CreaAction Hub addresses the challenge of creating and innovating new business through clusters and looking beyond the traditional solutions which limit creating new opportunities, business, business models, innovation and income. By recognising the value and potential of the creative sector to other sectors, CreaAction creates the opportunity to transfer knowledge and expertise to other sectors, including for example, industry.

### Evidence of success

Concrete results so far

1. Companies seem to willingly join Hub activity and they are active (this cannot be taken for granted in Finland)

2. Concrete user-oriented results as outcomes from the hub activity. In their normal daily activities these companies do not have time to work on such
3. Examples used to open thinking beyond the obvious solutions
4. Solutions for the organisations' problems (for those who offered cases) which can create new business and process innovation

### Find out more

[www.creve.fi](http://www.creve.fi)



## PRACTICE 10 Finland Kvarken Shop

### Organisation in charge of the good practice

Kvarken Shop

### Short summary of practice

Kvarken shop has been established by 8 independent craftspeople to the World Heritage site of Kvarken. The shops independency enables more customer-friendly prices.

### Evidence of success

The case is an example of how a small group of independent craftspeople can create their own business:

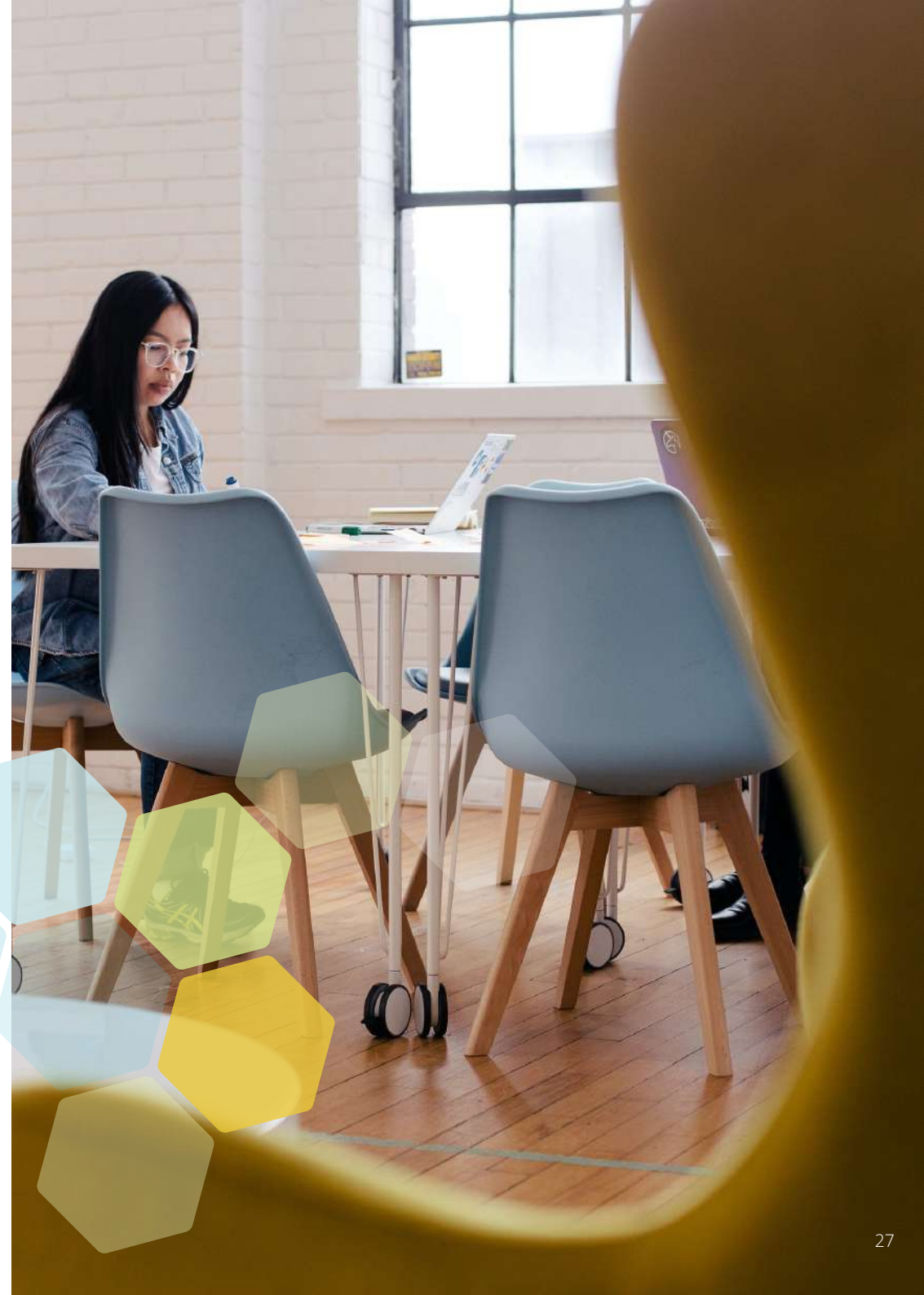
Evidence of success from summer 2019:

- New groups of customers and activities (tourism)
- A desired financial result that was also enough to develop the activity (in a location with a smaller touristic flow and customer base)
- Independence – the group were able to conduct business activities by themselves
- Positive feedback

- Despite initial doubts, the shop increased cooperation in the village
- An increased activity level of the village
- Suggested new products to the village
- Improved language skills and mental well-being

### Find out more

[www.bjorkokvarkenshop.com](http://www.bjorkokvarkenshop.com)



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## CRAFTS CODE

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### Project Partners

