

MADE IN ZARAGOZA

CREATIVE ECONOMY NETWORK

EUROPEAN PRIZE FOR INNOVATION IN PUBLIC ADMINISTRATION

2013





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MADE IN ZARAGOZA

CREATIVE INTELLIGENCE FOR A NEW PUBLIC SPACE

CREATIVE ECONOMY NETWORK FOR THE RE-
TRIEVAL AND ENHANCING OF THE URBAN EN-
VIRONMENT

It accrues to be a Project for the appreciation of the public space by means of the creative economy and the fourth sector. A new economic and social relations ecosystem substantiated in civic values and in the implication of association fabric in the development of the nearby public space. It is an urban intervention model that prevents the contemporary cities from the undergoing gentrification process.

Made in Zaragoza proposes the empowerment of the creative economic activities as a means to achieve a transformational social impact, which encourages community, social, cultural as well as economic innovation, and by all means, in network, through the cooperative interaction between the social fabric and the **creative entrepreneurs**.

It is a differentiated project, which enables the impulse of an urban cluster, whose DNA is based on high social and creative values, which cooperate in the generation of more widely open and emancipated societies. Which fosters the consolidation of an independent and autonomous citizenship, for this, in turn, to be experience multiplier and committed models.

Made in Zaragoza wishes not no generate passive consumers, wishes not to generate uncritical producers. Wishes not the socioeconomic models to reduce to an apathetic and contemplative supply and demand, but to build a space for the experimentation and the tool exchange for the inclusion. That will lead to the suspension of the consumption-merchandise paradigm.



#COOPERATION

#FOURTHSECTOR

#PROCCOMMON

THE REALITY IS ACTUALLY EMERGING

ADD NOTES ABOUT THE INSTITUTIONAL SCENARIOS AND THEIR RELATIONSHIP WITH A NEW CITIZENSHIP

The rapprochement with a socioeconomic and cultural emerging reality implies that the public administrations should face the challenge of harmonising and integrating in our structures new models that present the public policies from the experimentation logics, hybridising, emergence, fractality, that is to say, from new models of imaginary generating, economic growth and configuration of more emancipated societies.

That is to say, a new way to understand the relationship between the public administration and the citizenship, which is harmonised and organised in social network (digital or presential), which values and valorises the creative fabric, which catalyses the collaborative action needs...In short, a new way to promote projects and situations that are far from administrative hierarchy.

The challenge is to:

Achieve a symbiotic project from the new creative paradigms, and, above all, from relational paradigms. The project must not focus the importance only in the results (procurement of returns), but in the processes, in the method and in the faculties for the generation of critical and creative autonomy.

To create new socialisation and cooperation paradigms, which should not be discoura-

ged from the institutions; New implication and commitment attitudes that should not be ignored by the citizens; New execution and production processes, that should not be dismissed by the entrepreneurs; New research channels that should not be neglected by analysts...

The research, the creative activism, and the transdisciplinary cooperation are irreplaceable sources to produce methodologies and tools that enable the spread of a generative economy through culture.

In a nutshell:

The search for new management ways that work from logics of networks, the collective work, the multiplatform environment, the viral shedding, the hyperlocal communication, the presume models, the pro-common philosophy...

The interconnection of communities, creators, artists, technologists, citizen communicators...around the development of the economy as a mechanism for the generation of **citizen energy**.

The re-contextualisation of the processes through research, innovation and community-based interaction spaces. In short, it is a collective practice for the urban and social transformation.





OUR PHYSICAL ENVIRONMENT

ZARAGOZA

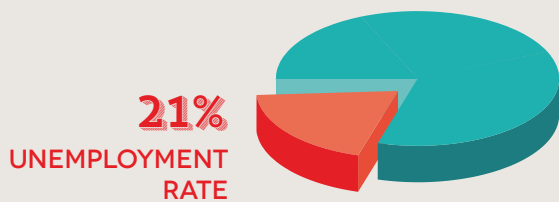
Zaragoza, a compact city with the tensions of an expanded city, is a Spanish township with a privileged geographic situation that makes the city to be an important logistical and communication hub. It is 300 km around Madrid, Barcelona, Valencia, Bilbao and Toulouse.

Currently, the number of inhabitants is 701,887, where the number of foreigners reaches the 15% of that figure.

It is the fifth capital in Spain with socioeconomic indicators somewhat superior to the national mean, and 21% of unemployment.

The city does not neglect the impulse of its development despite of the global circumstances of economic crisis, and it invests on its human, social and economic actives, with a view to making a **balanced and constant progress**.

ZARAGOZA

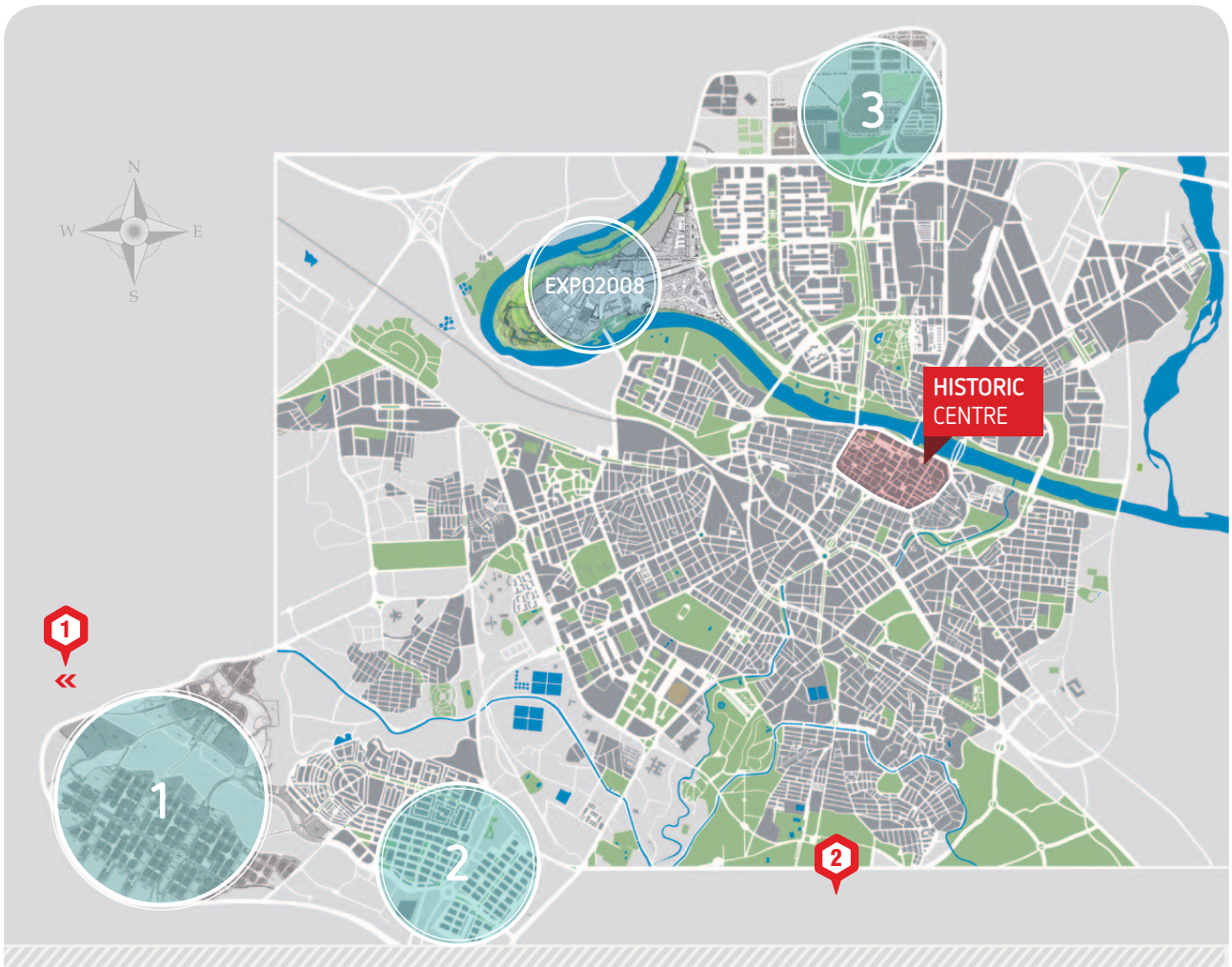


HOUSING WITH MORE THAN 50 YEARS
48,474



AGING RATE
20,16%

MAP OF ZARAGOZA



NEW NEIGHBOURHOODS

- 1 • Arcosur
- 2 • Valdespartera
- 3 • Parque Goya



NEW SHOPPING CENTRES

- 1 • Plaza
- 2 • Puerto Venecia

HISTORIC CITY CENTRE

EXPO ZARAGOZA 2008

©madeinzaragoza


MAP OF ZARAGOZA // 2013




MAP OF ZARAGOZA



 BIKE PATH
Más de 100 km

 TRAM RIDE
12,8 km

 URBAN BELTS
Z-30
Z-40

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MAP OF ZARAGOZA // 2013





OUR HEART:

HISTORIC CITY CENTRE, SPIRIT OF THE CITY

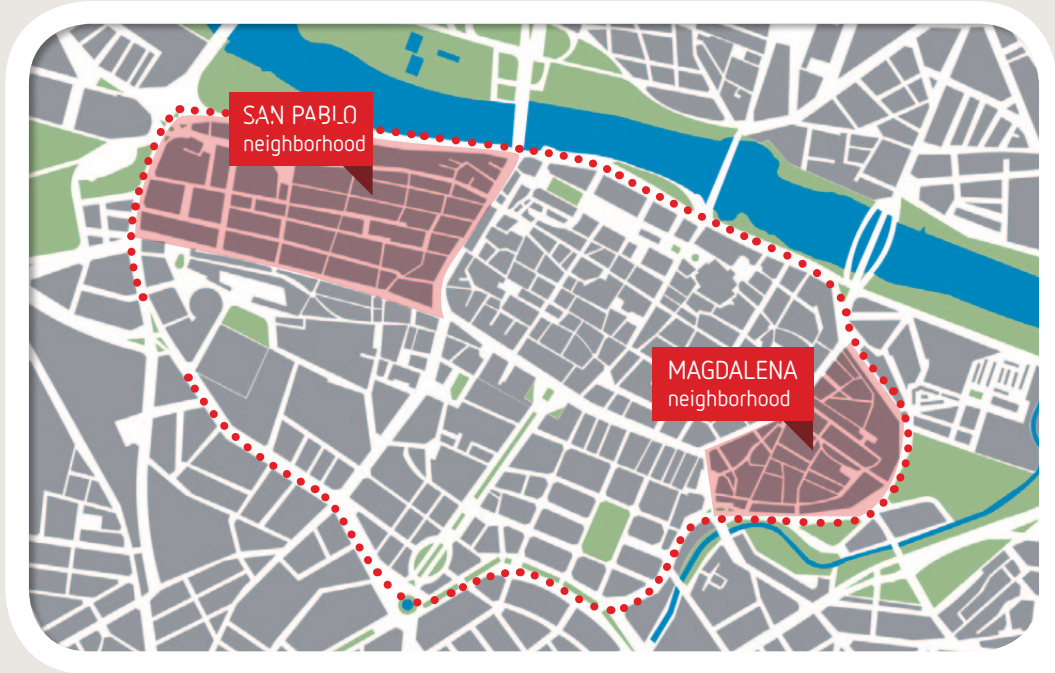
The Environment of MADE IN ZARAGOZA is located in the historic city centre, a district consisting of different neighbourhoods, being San Pablo, San Miguel, tenderias and la Magdalena among them. It is the second largest historic city centre in Spain, and it includes the whole area delimited by medieval walls, built in the II Century, and which surrounded the city of Zaragoza until the XIII century, as well as the early expansion of the city, previous to XX Century. Asalto, El Coso, Cesar Augusto and María Agustín Streets constitute its limit.

In the Historic city centre the, the main monuments of the city are located, such as the San Salvador Cathedral, known as the Seo of Our Lady of Pilar, and also the remaining of the primitive Roman Caesar Augusta: walls, the theatre, the river port, the forum and the baths. The most part of the medieval remaining are also located on the

historic city centre, such as the Jewish baths, Mudejar churches, and diverse palaces of the renaissance, such as the Morlanes Palace, Miguel Donlope Palace, (The Real Maestranza), the Montemuzo Palace (Seat of the municipal historical archive), and the old Mercaderes market. A compendium of the different civilizations and cultures that constituted the idiosyncrasy of an heterogeneous city, which is proud of its mixture.

As far as the contemporary context is concerned, it is in 1997 when a plan for the historical centre PICH (Comprehensible plan for the Historic centre) was settled, and it was with this plan when important invests came to develop this particular area from an urban, economic and social point of view. With regional, national and community found, and with a great implication of the associative fabric and social entities, the regeneration of the neighbourhood is undertaken.

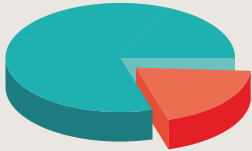
CASCO HISTÓRICO



Neighborhoods of action. **MADE IN ZARAGOZA**

Integral action plans:
1997-2004, 2005-2012

Commerce Numbers:
1.121



24% UNEMPLOYMENT RATE



RATE OF HOUSING IN LOW CONDITIONS OF HABITABILITY, IN YEAR 2000 12,1%



AGING RATE 20,16%



WHERE DOES
MADE IN ZARAGOZA INHABIT:

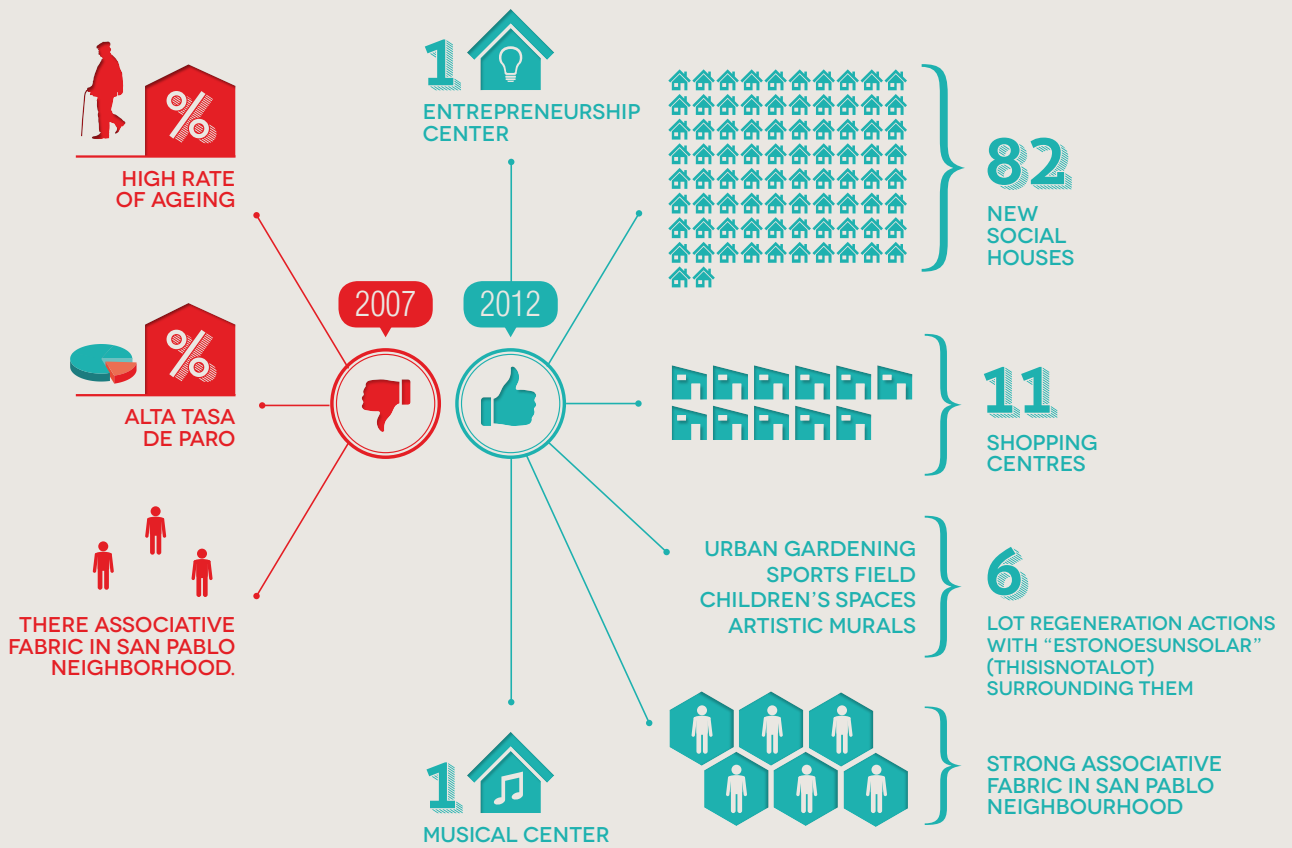
LAS ARMAS STREET, STREET WITHOUT SHOPS

In the epicentre of the San Pablo neighbourhood, Las Armas street is located, a historical and narrow passage that receives its name due to the fact that in that street military parades were celebrated. Those years passed and progressively gave way to a dark street, and owning the sad honour of not having one single store that may give life to the street. Within this environment is therefore set our project, and the regeneration of a degraded area was initiated from the economic and cultural revitalization.

This process was strongly claimed by the associative fabric of the neighbourhood, and it was subsequently supported with enthusiasm. It has been achieved to generate around new housing areas (82 new houses), 8 commerce settings for the creative entrepreneur, an entrepreneur centre and a musical centre. In short, a space for the transmission of citizen creativity, made through the events conducted by made in Zaragoza, **Urban regeneration** public space re-appropriation.

Made In Zaragoza inhabits within the following environment.

CALLE LAS ARMAS

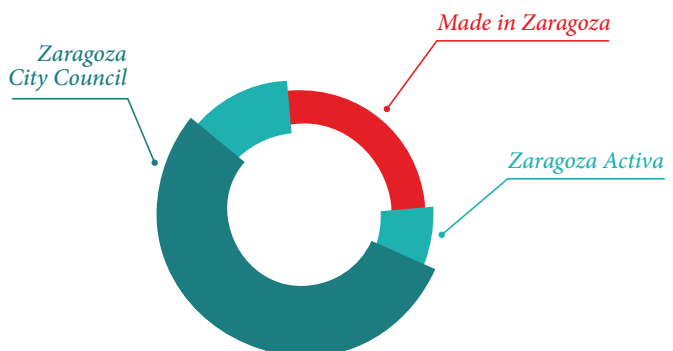




OUR CONTAINER:

ENTREPRENEURIAL, INNOVATIVE, CREATIVE AND COLLABORATIVE ECOSYSTEM OF “ZARAGOZA ACTIVA”

Made In Zaragoza is not an isolated project, made out of nowhere, but a project framed within the entrepreneurial ecosystem Zaragoza Activa, an “Augmented project”, aimed at supporting those initiatives focused on generating a series of economic activities, which, may be capable of creating employment, as well as to provoking a transforming social impact.



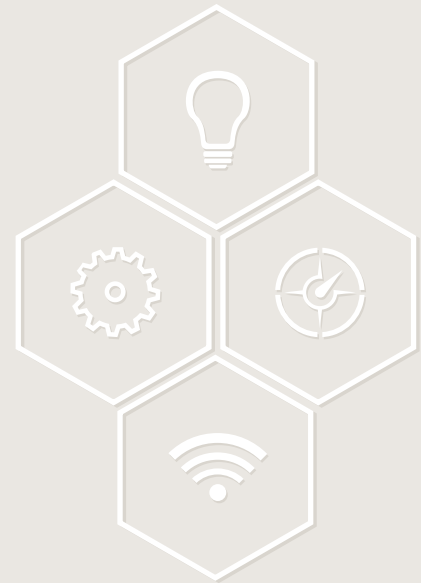
ZARAGOZA ACTIVA



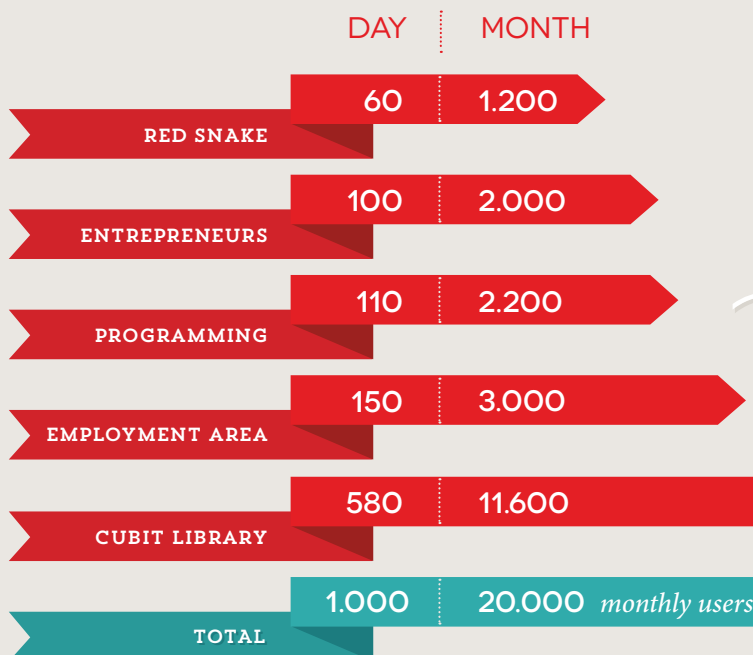
Our main head office is in the Azucarera, and old factory, of XIX Century, which leads its 4000 meters to the service of new knowledge and ideas. The following areas are located there:

- Ground of Entrepreneurs: 17 offices for entrepreneurs
- Reservoir of ideas: a pre-incubator of ideas
- Employment Area: Addressed to unemployed people
- BJCubit: the first library for young people in Spain.

All this completed with a wide offer of *Formative, divulgated or Networking activities*, through which it is intended to inspire all the attendants, and to reinforce the idea of a dynamic community that works and sets relationships on the net. We divide our activities in five fields, although most of them are not entirely cross sectional; The classification may one help to find the one particularly interested: **Entrepreneurs, Company, Employment, networks and creativity.**



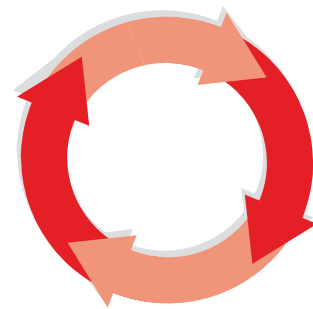
USERS





WHICH IS OUR VIEW
OF CHANGE:

THE THEORY OF THE VICIOUS CIRCLE



In which sense a neighbourhood may be degraded when we identify it as a degraded one?

We do not know which came first: the chicken or the egg, but we do know that when a neighbourhood is degraded socio economically, it becomes a vicious circle of hard loophole:

Houses begin to lose value and it attracts the population with less resources. Families reach suburbia to seek for comfort; this way, the consumption falls, and the habitual shops, without alternatives against big department stores are forced to close.

There are no showcases anymore and the light "switches off".

Darkness is a conducive scenario for unhealthy activities, and then, the cammeras of the "Callejeros" television show are forced to come, and the neighbourhood is now stigmatized forever..., and back again.

Made in Zaragoza implies many things, but above all, is a project to reverse those vicious circles that may be reproduced with intensity in san Pablo, or in Madalena, and little by little in other areas of Zaragoza.

The idea is simple: We wish to promote the creative economy, that industry that places the creative process right in the heart of its business mode, thus acting as leverage. In short, it is intended to create a community, social, cultural and economic, and also network transformation.

MADE IN ZARAGOZA

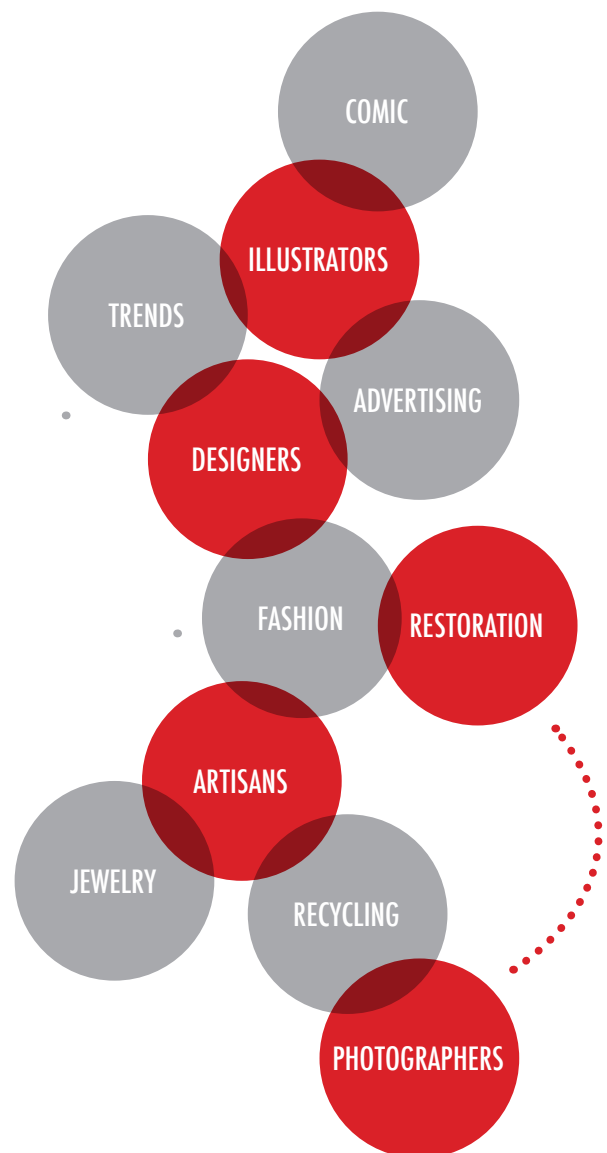
AN URBAN CLUSTER OF CREATIVE ECONOMY

MADE IN ZARAGOZA is a network of creative entrepreneurs whose commercial activity lifted to street level generates a powerful economic, social and/ or cultural impact in the city. It also wishes to be the brand that sets into value the work of those SMEs and professionals in the field of the creative economy, which constitute the foundation of the cultural identity of Zaragoza, it invigorates multitude of streets by consolidating the neighbourhoods and they also represent an important hyperlocal industry generating wealth and employment.

By means of **MADE IN ZARAGOZA** it is intended to boost an urban cluster whose network adds hundreds of projects, and finally multiply the scope of the, by positioning the city, specially its historical centre, as a creative commercial territory, that is to say, as a great department store distributed, sustainable, craft-trade, artistic, social, familiar, innovative...

A shared space where that collaborative against that competitive, that craft-trade against the standard, that nearby against that delocalised, and that reflected against that rushed may be empowered

Some interesting facts:
GDP creative economy: 5,2% national GDP
Sections of creative economy:
Design, fashion, product, interior,
photography, architecture, audiovisual...
Employment Creative Economy: 3,3 %



MADE IN ZARAGOZA NETWORK:

PUBLIC-PRIVATE ASSOCIATION

MADE IN ZARAGOZA network is entering into operation four research lines aimed at supporting the creative entrepreneurs in the city:

MADE IN ZGZ Boom. Economic, social and cultural invigorating Events, with special emphasis on the historic city centre of Zaragoza. Some of them already carried out successfully: Urban Picnic, Placica Vintage, Cierzoland...

MADE IN ZGZ Go. Network diffusion strategy to improve the visibility of creative entrepreneurs. This blog is the first one of the diffusion platforms to be generated around the project.

MADE IN ZGZ Innova. Formative pills to introduce innovative processes in the management of creative SMEs and consulting service. 6 pills of 3 hours each.: new market tendencies in window-dressing, Marketing and prizes and costs of creative products. 2.0 communication, entrepreneur abilities.

MADE IN ZGZ Net. Participation in the entrepreneur, innovative creative and collaborative ecosystem of Zaragoza active, together with hundreds of projects, potential clients and partners and suppliers.

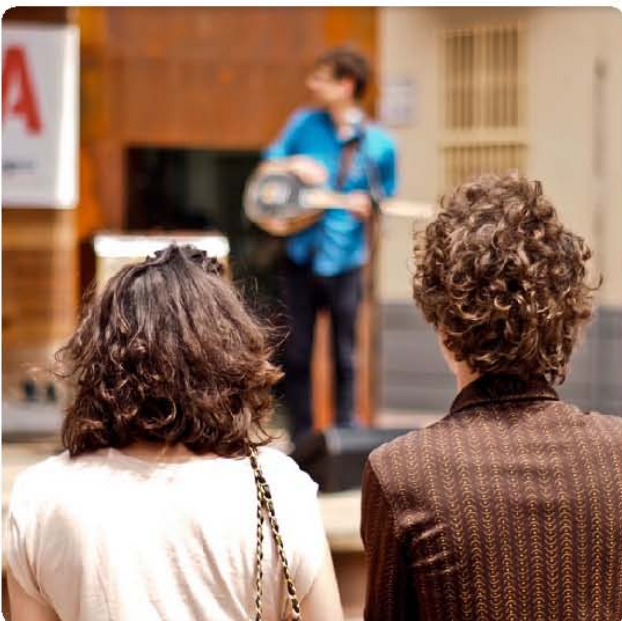
Professionals that lead street commercial projects located in the historic centre of Zaragoza can participate in MADE IN ZARAGOZA, which incorporate creative processes in the centre of their business models.

The challenges are three. In the first place, Made in Zaragoza to be able to be a brand putting in value the activities of the entrepreneurs and the active professionals, to put in the focus those responsible for the construction of the cultural identity of the city.

It is also an acting agenda, which will programme encounter and public space occupation events, as we have been doing in the urban picnic or the Placica Vintage, with the collaboration of creative spaces and the craftsmen of the neighbourhood.

We are also interested on them being more successful, and that is why the programme will include training for creative business, and a permanent consulting service. Soon, with *Zaragoza Vivienda* we shall set more spaces into the service of those objectives.

Finally, **Made In Zaragoza** should also be an urban strategy that become viable and sustainable all these projects, thus recovering the public space for the citizenship.





MADE IN ZARAGOZA NETWORK

OCCUPYING THE STREETS

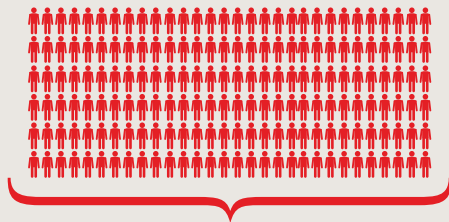
Made in Zaragoza is a collaborative network with 75 SMEs, entrepreneurs and freelancers which has organized an urban clustered supported by public administration and civic involvement. It is also an experience that has been transformed public space thought, among other things, recovering public squares to civic society by creative and local designs. It supposes a mixture of culture and creativity as a strategy to create a change in a collective and local stereotype and to get over social and economical deterioration.

Made in Zaragoza sets 12 events a year where we develop social and cultural process in a deteriorated neighbourhood, as the same time we develop a market where creatives and entrepreneurs are able to test their products and increase their sales. We have put into practice some dynamics around different concepts as vintage, handmade, do it yourself, second hand, made in local, etc. Participants in our last year events are more than 20.000 and 238 entrepreneurs.

Moreover, streets are more penetrable and due to our online map in www.madeinzaragoza.es. In this sense, our tools have strongly collaborated to citizen and tourism have known alternative routes around the city center, as well as new shopping routes in the old district. It has generated flow of pedestrian in our city.

It has been done 45 monthly advices for the last year in different topics as financial, economic, etc. We have also developed a formative program with 172 participants and 54 hours of activity.

A new program, called "Diente de León" which means dandelion, has emerged from participative processes with entrepreneurs. They were able to cooperate and sell products in an ephemeral shop as a pop up store in a city mall. In this sense, we have focused this program, in those entrepreneurs who do not have a shop and they center their business from an online perspective.





AND BEYOND:

MADE IN ZARAGOZA NETWORK A CLOUD STRATEGY

Communication strategy involves social networks to improve visibility to our entrepreneurs. It is based on a collaborative blog where city bloggers describes our cultural and creative life as well as they usually writes about our entrepreneurs. We have also develop an online map of the shops and stores, several videos about our events, graphics campagne, a set of interviews in a cultural magazine, twitter, facebook, virtual exhibitions in the webside and an e-commerce platform.

In contrast to big malls which are capable to generate their own activities and communicational channels, **Made in Zaragoza** has created an unique communicational and

2.0 promotional channel to promote hiper-local stores.

Made in Zaragoza is also an #open community where more than 25 bloggers participate, as a collaborative way, to generate online reports. They have made more than 140 post for the period Jun/December which suppose a city guide of creativity and entrepreneurs in our city. Blog visitors are more than 50.000 for Agost/december period and the average is 12348 visitors per month.

During january 2013, Made in Zaragoza put into practice an **ecommerce projects** that gather and strengthen creative SMEs' capabilities to sell online.

WWW.MADEINZARAGOZA.ES

10

E-COMMERCES

140

MONTHLY
POST

3.684

TWITTER
FOLLOWERS

f

3.636

FACEBOOK
FOLLOWERS

12.348

WEBSITE VISITORS

ADAPTED WEB
DEVICES MOBILE

300

PHOTOGRAPHS

64

STORES

CREATION AND
VIRALITY OF
VIDEOS OF EVENTS

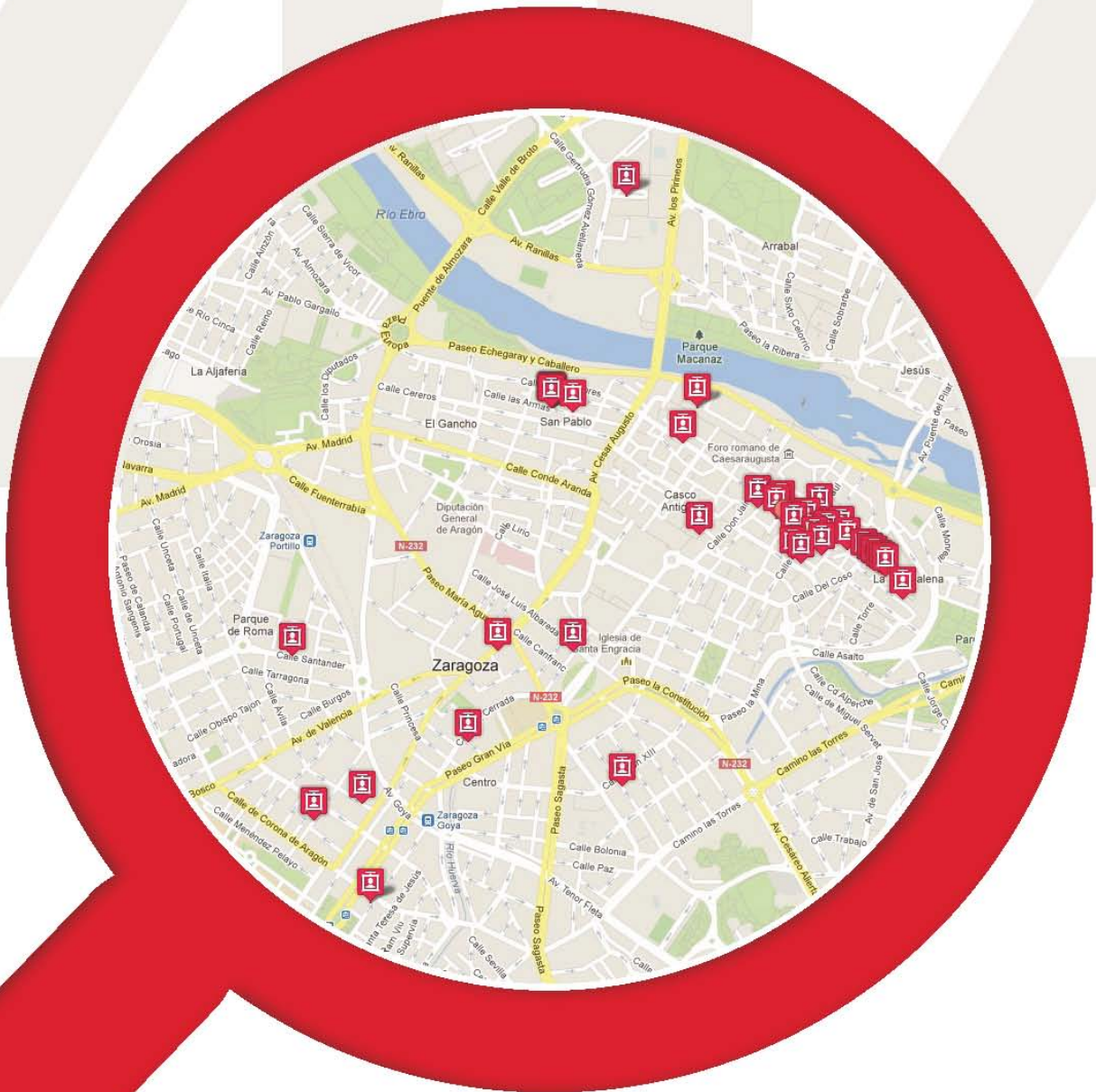
25

BLOGGERS

#BLOGGERS

#FOLLOWERS

#POST



GEOPOSITIONED

MAP

www.madeinzaragoza.es

WHAT MOVES US

#Immersion

Occupation and contextualise
again public space
as a civic good

#Interferencie

Superposition of initiatives
and knowhow between all social
agents involved

#Remixed

Colective creativity beyond
individual models

#Procommon

Beyond economical transactions,
social benefic and common
production

#Replicability

Replicable and
mimetic spreading

#Talent economy

Shared intelligence and
colaborative work

#Distributive economy

Plenty economy aganist
shortage economy

#Fourth sector

Simultaneously between social
and economical goods

#New hybrid space

Nearness and Digital
distance as a relational
reference framework

#Decent urban life

Civic recovery of
deteriorated space

#Cooperation

Shared goals,
common methods

#Corresponsability

Shared social construction

#Resilience

Capability to resist
and recover

#Cognitive excess

Against knowledge gaining

#Transmedia

Several contents, several realities,
several platforms

ULTIMATELY:

MADE IN ZARAGOZA, AN INITIATIVE OF SYMBIOSIS AND SHARED SOCIAL GROWTH

Zaragoza Activa has always believe that any project must be imbued by highly social and creative values, those values that help to generate an open and independent society which boost and independent citizenship. It increase several times over experiences and models.

Thus, It has been focused on providing tools in order to get a civic and creative empowerment. We have promote these values:

Active implication and mainly role for social community (*Design of activities, bloggers community*).

Creative economy consolidation as a paradigm of community process (*Emerging synergies, collaborations and associations*).

Fouth sector integration as a reference of economic development (*Collaborative integration of private enterprises, public administrations and Non governmental organizations in an entrepreneur proyect with social goals*).

Involving civic society to design public spaces (*Future spaces designed from hybrid and digital perspective*).

Revitalize degraded area by social collaboration. No gentrification. (*Recovering spaces and urban transformation does not mean to move original habitants*).

Sustenaible and scale up proyect due to public and private collaboration.

Civic consensus to iniciatives (*Participative and open process to design iniciatives*).

Efficiency in resourse (*renting public properties that means cost cut in public investment and cheaper renting conditions for entrepreneurs*).

Optimization of the cost of the investments. (*Cost saving of rent and initial investment from the conditioning of municipal places*).

Involution of the trades of proximity and attraction of investments. (*Promotion of trades with geoposicionamiento, ecommerce and blogosfera*). Generation of communities on a large scale.

Focused on small stores and attracting investment. (*e-commerce, online map and blogs*).

Generation of scale communities (*e-commerce will articulate his delivery as only one so as to cost cut delivery conditions*).



#COLLABORATIVE

#SPACES

#MARKET



FOR THE FUTURE

BEYOND THE CONSUMPTION, REAPPROPRIATION OF PUBLIC SPACE BY CITIZEN THROUGH CREATIVE ECONOMY

We have made all our actions and strategies with a low cost budget and we have involved such a huge amount of social and institutional actors which have given us altruistic help to get our goals. **What are we able to do with a strong support?**

For the future, we want to create an original space called "*Mercado de Abastos creativos*" which means "wholesale creative Market". It will be located in San Pablo heart and it is going to be a space where entrepreneurs synergies and collaboration helps to regenerate and recondition an old store.

We will design a sales area where 20 young and creative entrepreneurs will experience a cooperative way to sell, based on a coworking pop up store. They will also find different studios where they will be able to carry out several workshops and exhibition. This creative node will place temporary projects and a hot desk coworking in order to promote and impulse young entrepreneurs.

In this sense, this space will be the main node of Made in Zaragoza Network, and it will be considered as a community center that help to regenerate the neighbourhood.

The city council is going to focus its force on a recondition and creation of a commercial properties stock which actually owns in Las Armas Str. and San Pablo Str. Where store localisation will suppose an incentive for the neighbourhood. Entrepreneurs placed on these stores will dynamize culturally and socially the historical center of Zaragoza. It will also mean improve attractiveness for investors in a deteriorated area.

Efficiency in resource will be based on an intensive use of those public properties which Zaragoza City council owns in this area. It will mean scale up and expand our store network which are actually destined to promote creative industries. Thus, Public administration and Entrepreneurs will cut down costs.

Therefore, Most of the prize will be allocated to rent, reconditioning and assignment of stores and wholesale creative market in order to improve starting conditions for entrepreneurs easier.

Wholesale market and Stores will be rehabilitated due to a labor and social assimilation programme with low income residents which Zaragoza City council has been implemented during the last years.

