



# ÓBIDOS

# “UNLEASH CREATIVITY”



April 2015

## At the moment...

Óbidos chose creativity as the axis of its development strategy. Creativity supports our global positioning, but without compromising who we are. It allows us to invest in people, in their talents and entrepreneurial skills. We are looking for people who challenge the contingencies, imagine the course and run it. The creative industries are a privileged instrument for the undertaking of this strategy. Areas such as culture, communication, information technology, architecture, design and gastronomy are part of a major creative component that generate value.

Due to its location and, above all, its natural heritage and cultural characteristics, tourism has been one of the main anchors of Óbidos. Combining creativity to a sector of such importance was a necessity. Only with a differentiating factor can you attract more and better tourists. As a result, we provide an important asset to the local and regional economy.

More than visiting a thousand year old castle or sailing on the biggest lagoon of Portugal, it was necessary to create unforgettable experiences for those who visit us. A good experience, whatever it may be, remains in our memory for a period that can last over twelve years. That's what we want...

In this logic, Óbidos organized an events calendar that is considered a reference at a national level, and some events are even renowned at an international level. It was necessary to place creativity at the core, as it provides more diversification of our economy.



The Obidos strategy has as main actor the City Council that with an innovative attitude and based on an assessment of its potential, decided, first, to promote its history and symbols, by organizing a number of events with the village and castle as background. These events are wealth generators, allowing the municipality to invest in the territory and

simultaneously provide new opportunities to the private sector.

Accordingly, there is a new function given to the landscape, as tourism projects associated with golf have also developed and grown. This occurred mainly due to the proximity of Óbidos to Lisbon and the Portela International Airport. The landscape serves to support a number of different and innovative features. The Municipality has developed a cooperative effort through the network of towns and cities, whether at national or international level, all using Creativity as their starting point.

This bet on Creativity merges with the town's built heritage. At the moment, we are in the final stages of recovering some buildings in the historic center, which will be transformed into creative residences, in an attempt to reduce the desertification in the historic center of Obidos.

In the areas of experience tourism, as exemplified by this strategy, there is also the Óbidos Literary Town Project. Making Óbidos a territory of books and literature, creating a distinctive and attractive aspect to all visitors is a challenge for the local authority, with the support of the Tourism Center Organization, and its tourism promotion services.

**Why Creative Spill Over?** The spillover effect, or diffuser effect, can play a very important role in the economic development of a region. And in the case of Óbidos, this issue has received some reflection, particularly regarding the "contagion" that creativity can have on the economy.

This effect is defined with the benefits of the activities of cultural and creative industries, including artists and creative professionals, which determine positive effects on other sectors of the economy or society. These positive effects result from processes through which creativity spreads in all economic sectors, contributing to innovation.

In short, this "creative contagion" lets it interact with other forms of innovation and processes, in order to break down barriers, introducing intuition and imagination in business or organizational processes.



## **The role of cultural and creative industries** | Developed countries have

attributed added importance of the impact of cultural and creative industries in their economies. Europe and Portugal in particular, in recent years, have been trying to carry out several initiatives and to take advantage of their economic potential. An example of this bet is the case of Óbidos, which, for more than a decade has given special attention to this sector as a means of development through public policy in order to capture a territory that is not urban enough, although close to the country's capital, but still far enough away, to ensure a quality of life and wellness, which is difficult to find in a large urban center.

The Technological Park of Óbidos focuses on the development of the Creative Industries, as well as the work that the town has endeavored with the events, where the cultural vector is undoubtedly a matter of great importance. The future is here.

In a more general analysis, we see that Europe cannot compete with the tasks and the type of production in countries like China, or India. Therefore the investment in sectors where there is a high added value, as is the case of Cultural and Creative Industries, is a growing reality. The uniqueness of the outputs generated by individuals and creative businesses, as well as the diversity and quality of places and cultural heritage aspects, are difficult to replicate.

The CCI differ greatly from models of the most traditional industries, because creativity works as an input and not as an output and are amongst the most dynamic sectors,

providing a flexible market structure, integrating from independent artists and micro enterprises to some of largest multinationals in the world. The fact is that the internet connecting the world enhances this way of being and doing "industry".



**Fostering a “Meanings Society”** | In the advent of information society and knowledge society, we are possibly on the edge of what we call a meanings society. The repercussion on the economy of this concept is a more sustainable approach rather than exclusively profitable one. Premium services and products are now more focused in post-carbon dimensions, but also on fairness and social responsibility. A more conscientious economy is growing and is based on the participation of a wide range of actors. By using creativity and science, innovation processes are opening economies and societies to the participation of artists, creative people and makers are becoming more mainstream and less alternative. There is more than an idealistic background to this trend. There is an urgency in

searching for new values, a source of originality and distinction of people that use imagination as a resource on a daily basis.

The wide or trans-disciplinary agenda is now made with the integration of knowledge and skills, always with the goal of solving from even the smaller to the bigger challenges of our society.

Óbidos has defined a strategy to unleash people to be active in the community. More than just attracting investment and economies, we are creating an atmosphere that will give everyone in our territory the opportunity to have access jobs of the future, but also to be a champion, generating ideas and mediating projects based on their own skills. The goal is to depend less on public entities. The change of paradigm has been speedier than the reality of our country, even though our dimension as small territory is obviously a constraint. Less people means fewer resources, which results in the exhaustion of public participation.

The goal of having creativity in the centre of our political agenda has been achieved. At the present moment, we need to establish a more solid foundation in our community and that's why this LAP also talks about an agenda for the next decade.

**The Role of LSG |** Based on the previous experience of Creative Clusters in Low Density Urban Areas (URBACT network), it was easier to convince public participation in the Creative Spin local support group. The debate was wider than the objectives of the network, revealing that more spaces of participation are needed. We also noticed some difficulty in truly comprehending the concepts and goals of the creative spill over agenda. Nevertheless, some very interesting ideas occurred stretching the boundaries of creativity and wellness. The group was less executive than the primary objective, but became a resource of ideas, not only in what concerns the municipality, but also with other entities, such as the Óbidos Technology Park or the educational system of Óbidos. The future challenge is the organization of a group with the same diversity of actors and informal atmosphere, but with more executive competences.

**Software to the Hardware: Processes Connecting Dots |** In the last decade Óbidos has made significant investments rehabilitating and constructing new equipments with the purpose of supporting the creative economy. Inside the old town or in several places of the municipality, a network of equipments has been assembled and aims to attract and retain talents and allow them to create local dynamics. Now is the time to

generate the 'software' to manage these projects and make them more efficient. A common language is mandatory along with the need of generating familiarity between them. For this goal, we are working on a framework of creative convergence, based on 5 concepts:

- ideation;
- development;
- testing;
- sharing;
- spill over;

We need to develop the mind set of our community based on a series of processes. All have something in common... facilitate communication between people and projects, in a contagious process of governance. Some of them are based on our experience; and others are inspired on approaches that we learned in the Creative Spin network.

Concept	Processes
Ideation	Creative Gym
	My Machine project
Development	Ativa-te
	Collaborative spaces
Testing	Garage lab process
Sharing	Storytelling
	Colab methodology
Spill over	Creative Convergence process
	Gamification

## Proc#1 | IDEATION

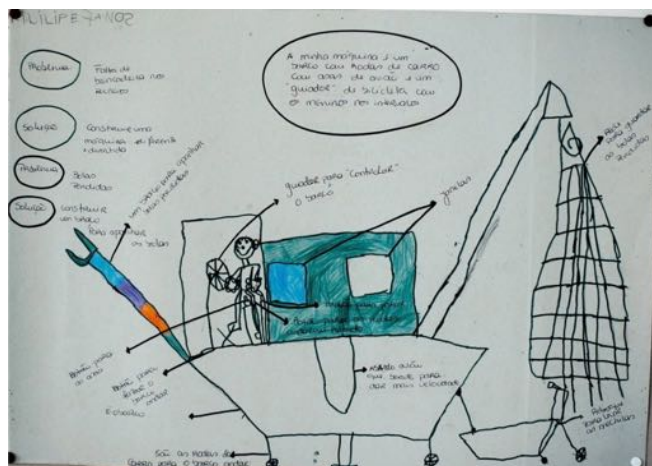
**Creative Gym** | Based on the experience of tree events already organized by the municipal company, we want socialize a methodology based on design thinking and helping companies, professionals and community to be more creative. The system proposes to generate routines of creative and innovative processes.

Inspired in processes learnt in Kortrijk, produced by Innowiz, after a first stage of diagnosis, the second is about opening horizontality in organizations, finding the 'between the doors' solutions that have been forgotten or underused due to the incapacity of communication.



The results were very impressive and allowed significant changes in some of the events. Open to the participation of different actors such as artists, private companies or citizens generate an important debate on key issues and refocuses on the core of the strategy. Creative Gym is now a concept sought for by other municipalities and is now a part of a new national funding program to develop management skills in municipalities.

**My Machine Project** | Since 2010, Óbidos has wanted to implement this program, originally created in Kortrijk, which invites children to design a machine to solve one of the problems of the world. After this process, the machine is created in cooperation with universities merging the expertise of engineers, artists and designers. In June 2015, the five machines created by our schools will be presented for the first time; the second year of the programme will also be launched. Óbidos already takes part in a European network of My Machine Projects. Managed by the Óbidos Technology Park and Óbidos Municipality, the project has been important in a society, still far from European standards of innovation, and allows children to believe that this is also a territory for their dreams.





## Proc#2 | DEVELOPMENT



**Ativa-te** | Also, we have created a program to activate and motivate unemployed people. The program, called **Be a Developer**, is a partnership between the Óbidos Technology Park and Alphapl. The first edition took place from September to December of 2014 and the results were: 13 out of 13 unemployed people are now working as software developers in ICT companies in Portugal and abroad.

In June, we will launch an integrated strategy to teach children to code, but the main difference from other projects is that we want the creative process to also be a part of the program. The **Óbidos deCode Academy** is one of the most revolutionary projects at the moment. It will start off as pilot experience developed by the Óbidos Technology Park, but afterwards it will become part of the Óbidos elementary school's program.

**Network for a Collaborative Community** | With the **Colab Óbidos**, a brand new co-work concept was born, in Óbidos, circa 2012. We recognized the power of collaborative process. In the beginning, this process was understood as being a bit too urban when analysing the rural reality of Óbidos. Right now, the main conclusion is that this project is much more

effective in smaller areas. An impressive digital community has been created and allows for the creation of spin off projects, such as the **Espaço Ó** (celebrating one year of existence), made up by a Colab, a community store, a makers floor, a ceramic academy, a community kitchen, resulting in several business growing from this space. Artists, designers, crafters are now working together to revitalize traditional products, from bread to embroidery. An event of presentation of the project **Linhas Cruzadas**, that mixed the work of local crafters and designers, counted with the presence of 1000 people in attendance.

We are now at a stage of creating a network of mentors or champions that will support and mediate the process implementing two more spaces, both very focused on community entrepreneurship.

## Proc#3 | TESTING



**Garage lab process** | The Spin lab is composed by 4 labs in two different places, the Technology Park, where we have the media lab and the old fire headquarters at the entrance of Óbidos where we are in the phase of installation of an agro-lab, a bio lab and a mechatronic lab. All these labs are for public use and will be managed by an association of companies that will share their skills and knowledge with the community. The main objective is to allow locals to have access to equipment and test their products and solutions. With an investment of about 150 thousand euros they are fully equipped for that purpose. It's a very recent idea that will take a little bit longer to socialize. During this year and the next, the main objective is all about developing a team of experts that will more than manage, they will make it an open source concept that could be applied anywhere. More than a fab lab that normally has very heavy structural costs, the Spin lab presents a bottom to top configuration.

## Proc#4 | SHARING

**Óbidos Literary Town - Storytelling** | Since 2013, Óbidos has dreamt of becoming the first literary town of Portugal. At the moment, we have 4 bookstores, one in an old church, a second in a space that was a former market, another in an Art Gallery and, the newest, in an old cellar. We are presently preparing for FOLIO - an International Literary Festival that will have its first edition in October, 2015.



With a global budget of 400 thousand euros, sponsored by Óbidos Municipality and by Centro Regional Tourism Institute, it's more than books and publishing, it is also a showroom of digital editions and new forms of creation. This area will work storytelling has a necessary tool to every sector, inspired by the concept of Antonio Nunez about the economy of attention. How can writers help companies and professionals create and share their stories? This is the process of spill over that will be tested for the first time in October.

**Colab Methodology** | Óbidos has the privilege of having a work methodology created in its territory. With the Colab in Óbidos, we have reinvented processes of working, sharing, acting and helping ideas to become successful businesses. Everything started with a new form of thinking: a Cowork space with three different areas: "productives" (no cellular or conversation allowed), brainstorming (everyone that works in that area is transmitting that he needs or he wants to share ideas and concepts), and reactive people (a more flexible concept of work, more connected). All of this mixed with **meet up** meetings, mainly focuses

on sharing the status of every project and collecting inputs of members. In the **Hang outs sessions**, each member chooses a topic in their projects and presents it to the other members. More than a space, it is a tested methodology that we will take with us to the Technology Park and also into our schools.

## Proc#5 | SPILL OVER



**Creative Convergence** | Until now, in the strategy of Óbidos, the objective of creating areas of specialization has prevailed, of integrating new areas in economy and society that didn't exist. The attraction of investment and companies is a very recent process with only five year of age. It's an example of how impossibility could become a reality. Right now, and because one of our successes was the fact that creativity is the axis of all the strategy, we need to step forward and make this principle a new paradigm, where more than the political strategy could become the engine of our economy. The question is obvious... How? All the previous concepts would help in this matter, but we need more. We need a program where creativity and creative people will be physically involved in every area of our territory as agents of change and increase levels of openness to innovation. That's why we are implementing the rule of creative convergence in every project we are involved in. In every project, in every area, it is mandatory not only to have creative people participating, but also to bring forth the development of a disruptive approach, even if it's never been applied.



## CREATIVE SPILL OVER | PROJECTS

Based on the framework developed by our network and in the experience of the Óbidos Criativa strategy, we have been creating new projects and upgrading others, trying to boost results by using new methodologies. Some of them are not fully examples of creative spill over projects, but they act as bridges between traditional ways of doing things and are also more innovative. From our experience in small urban areas, the degree of tolerance to innovation is lower than in larger cities. So, increasing openness in territories is essential. How do we do it? We use pilot projects and disseminate good practices by 'selling', door to door, the goals that we preconize.

### CREATIVE SPILL OVER READINESS LEVEL

Creative spill over is a concept difficult to apprehend even when we talk with professionals from the creative area. More than the concept is difficult to explain how it could work and should you apply in reality. The creative spill over readiness level is a form to validate projects in a first trial and is based in our experience. As you could see is more focus in the approach of public entities rather than the private sector.



#### Ground Level

Knowledge of the concept, partners identified, idea for a project. Start sharing.



#### Ready to Start

- Basic principles observed: common language, challenge identification, basic methodology, minimum resources to this stage;
- Existence of a (small) creative community;



#### Development Stage

- Pilot Projects;
- Reaching Out: clients or audience;



#### Mature Stage

- Spin Off Effect;
- Larger Scale Demonstration;
- Replication or Exportation;

## Proj#1 Óbidos Story Centre



### Overview

Óbidos needs a space to tell visitors and the community what it was, what it is and what we want it to be. More than an interpretation centre, this project is based on our schools, because our students have achieved all the contents and the project has been shared and developed with them. Under the guidance of Nuno Faria, a contemporary art curator, the project has entered in a different level because more than a physical space, it is

now being projected to a digital dimension. Artists, designers and code developers are now a part of this project as well.

### Why?

Because we want to create a brand new experience in the tourism sector that marries authenticity provided by the collaboration of children and a radical innovation process, counting with the participation of others actors.

### Budget

Stage 1. Contents and digital experience: 50 000,00€;

Stage 2. Curator coordination, museology and physical space;

### Partners

Óbidos technology Park, Óbidos Schools, Óbidos Municipality, private companies and ESAD CR - School of Arts and Design.

### Amplification

The media support will be produced by Colab Óbidos and media lab from the Technology Park.



## Proj#2 Casa das Gaeiras Community Makers

### Overview

The architectural project is ready as we are now at a stage of finding the financial support for it. In a very open space concept, it will be flexible to use and with as fewer barriers as possible between projects and persons. In that sense, it's distinctive from all the other spaces in Óbidos. It's a space for economic and social entrepreneurs with some innovative services. The purpose is not to make a common mistake is this kind of projects, which is to give out or renting space and nothing more. Inspired in an existent model in Finland, the project also has a commercial team who sells the products made in the space to specialized stores. This works as market testing and is a source of revenue to the producers, but

also to assure the sustainability of the project. Another main difference is that we want to invert the spill over process by making the business man and woman from the region as a source of learning and inspiration to local artists and crafters.

### Why?

In Gaeiras, located between Óbidos and Caldas da Rainha, there is a powerful community capable to create events, to be innovative, and to fill the gaps that maybe exist in the government bodies (both local and national). The non existence of buildings to rehabilitate makes the construction of a new building imperative.

### Budget

1.000.000,00€

### Partners

Óbidos municipality, Óbidos Technology Park, Universities and local associations

### Amplification

This is the right project to test a concept already made in Portugal by Instituto de Terra e Memória that created a project that was explained and validated to each citizen that lived in the town. The objective is to increase the level of belonging to the community. In the end of July, we will have an event that will present the project with national politicians and we will also evaluate good practice cases in both Portugal and Finland.

**Proj#3 The Wellness Convent** | Culture and Complementary Therapies**Overview**

The project will be composed by medical offices, some of them will be shared, offices to companies linked to health and wellness, organic food restaurants, a store of organic regional products and also a cultural dimension in connection to Óbidos events, such as FOLIO. All our projects have this objective of integrating the best of what we are doing. The other cultural dimension creates a cultural agenda with events participated by the audience, especially families, another gap in the region.

**Why**

The Wellness Convent is a project under construction in a 17th century convent, near Óbidos, where until the end of 2014, our creative industries incubator was located. With the opening of the Technology Park, all the companies were transferred to this new space and allowed this building to find a new use. The existence of thermal waters nearby and the objective of the municipality to open this resource to private investors for the creation of brand new offer in Óbidos aims to mix cultures, wellness and tourism.

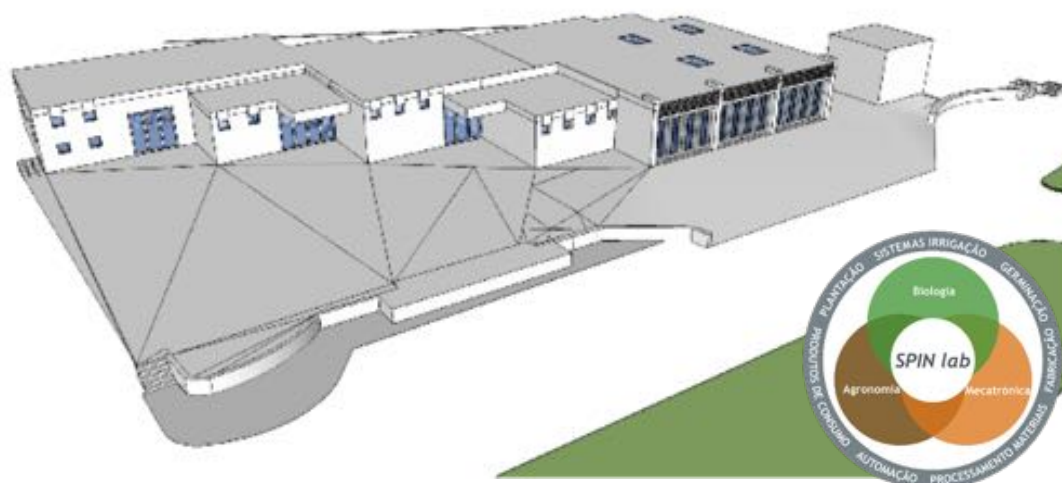
**Budget**

The building is in perfect conditions. All the expenses will be from private investors. Only the management costs are supported by the municipality at this stage.

**Partners**

Espaço Ó, Óbidos Municipality, Óbidos Technology Park and private investors.

## Proj#4 Spin lab



### Overview

The Spin lab is a set of labs open to public use and to the companies of the Technology Park. It's composed by an agro-lab, a bio lab and a mechatronic lab. Some of the machines and tools available are: a 3D printing machine, a Laser cutting machine, a CNC machine, a Cold Chamber, chemistry labs, among others. The expertise and technological advice is

provided by companies that managed the space.

### Why

It proposes to fill the gap between the development stage and prototyping and pre-industrial stage. It's an important anchor to assemble areas such as technology, arts and creativity. Is also a factory to produce some of the machines of My Machine Project.

### Budget

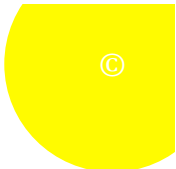
Until now we invested 75.000, 00€ in equipment and association that manages the space around 10.000,00 in the building. The budget for the next year will be exclusively of the responsibility of the association.

### Partners

Association of innovative companies from Óbidos: composed by companies and professionals of different areas, such as software developers, mechatronic, teachers, designers and students.

### Amplification

After this stage of installation, it's absolutely crucial that the project continues to be a part of local networking with spaces and projects. At the same time, it creates their own program of interaction with other lab maker's from Portugal.



#### Overview

What will be the words of the Future? Are we just changing support of words or are we truly in the edge of a disruptive process of innovation? How will these changes affect businesses in the future? Are writers ready to write the script of this future? Can business be a source to literature or are they two opposite worlds? A cycle of conferences,

workshops and brain writing that will happen in Óbidos in October of 2015 included in FOLIO, the literary festival of Óbidos.

#### Why

Companies and project managers rarely give sufficient importance to storytelling. This event is part of a bigger strategy that intends to put books and literature at the centre of our development.

#### Budget

44.000,00€

#### Partners

Centro Tourism Region, Óbidos Municipality, Portuguese edition companies and some of the most cultural institutions of Portugal and Brazil.

#### Amplification

This event will be a part of the Folio programme that presents a major media demand of information. It will be an event of international dimension. During Folio we will have Nobel awarded writers and some of the most important thinkers and writers from *Lusofonia* (Portuguese speaking countries).



## Proj#6 Espaço Ó | Vanilla Weekends

*Overview*

One of the many activities developed by the Espaço Ó are the Vanilla Weekends. It is the project that is more focused on the objectives of creative spill over. The concept is very simple. In 48 hours, all the Espaço Ó members donate time, ideas and actions to develop a business. From retail to food services, the system could be applied to almost all dimensions of the economy. The first 24 hours is all about diagnosis, swot analyses, ideation and creating a program that will upgrade the business in focus. The following 24 hours are to execute the previous program with as few resources as possible. Some of the ideas produced remain for the future as a backup plan.

*Budget*

For the normal costs of functioning the annual budget is 4.500,00€ with revenues of around 5.500,00€. The municipality gave the use of the building.

*Partners*

Espaço Ó Association, Óbidos Technology Park, Óbidos Municipality

*Amplification*

With an impressive agenda of events during all year, this is a project that works mainly in digital communication and does it in a very effective way.

*Why*

Espaço Ó is a space for community entrepreneurship composed by a cowork space, a community store for crafters, a makers floor (studios to crafters), a food lab, a ceramic academy and a bookstore from the Óbidos Literary Town. However, it is more than a space. It's a growing community and one of our strongest allies to socialize creativity.

This project revolutionizes the way people perceive work. It was the first collaborative space in the region and the main result was the creation of a community with good will and capacities to create projects in a different paradigm.

**Proj#7 Óbidos Technology Park | Spill Over Voucher***Overview*

The Spill Over Voucher is a concept that we are implementing and hopes to encourage more collaborations. It is based on a credits system for the creative companies that work with traditional sectors of the economy and create a service or product development contracts. The voucher gives free access to services from the park that are normally paid, such as meeting rooms, hours in the media lab (access to work stations, film cameras, 3D printing and high format printing), hours of brainstorming in the Co-Lab.

*Budget*

No budget needed.

*Partners*

Óbidos Technology Park and Óbidos.com - Commercial Association of Óbidos.

*Amplification*

The communication of the concept is made by the classic means, such as social media, press and in every event, organized by us, such as monthly companies meetings and meeting challenges. In the last one, companies from other sectors come visit the park and challenge our companies to help them to solve some of the problems they face. We are working with a Gym and also in areas like agro-industries.

*Why?*

The Óbidos Technology Park, from the beginning, was always directed to creative industries. In that sense, it is unique in Portugal where normally these projects are mainly incubators and always located in cities. The profile of the companies installed is more from the ICT sector, but during this year we are reaching companies from design areas and also from the cultural sectors. This development allows thinking a little bit further in the concept of creative spill over. We already have some results to share. The creative approach dramatically changes some projects in traditional sectors, such as agriculture or tourism, the main economic strength in Óbidos.

**Creative Spin | Óbidos Municipality**

*Miguel Silvestre*

*David Vieira*

*Alexandra Almeida*

*Cecília Lourenço*

*Paula Ganhão*

**Creative Spin | Local Support Group**

*Pedro Reis*

*Cláudio Rodrigues*

*Celeste Afonso*

*Cristina Nobre Soares*

*Pedro Santo*

*Miguel Silvestre*

*Paula Ganhão*

*Ana Sofia Godinho*

*Ricardo Cardoso*

*Susana Nobre*

**“Nós somos o que fazemos. O que não se faz não existe. Portanto só existimos nos dias em que fazemos. Nos dias em que não fazemos apenas duramos.”**

Padre António Vieira