

CLAY

Innovation, Technology and Tradition in Artistic and Artisanal Ceramics

CTCV – Technological Centre of Ceramic and Glass

Table of Contents

1	Introduction	3
2	General information.....	6
3	Policy context.....	7
4	List of Actions.....	9
5	Details of the Actions Envisaged	10
5.1	Action 1	10
5.2	Action 2	13
6	Signature	28



1 Introduction

CLAY project aims at **supporting the ceramic sector**. It does so through improving policy instruments for business support, by **prioritising new technologies, strengthening brands and developing new services** to maintain competitive advantage and **face the challenge of globalization**. The main project objective is to demonstrate that **products, design and innovation** can help to sustain **both tradition and modernity** visible and make the ceramic sector competitive today, to the project used interregional cooperation to assure that policy instruments are adapted to support this important traditional ceramic sector, which is relevant to the competitiveness and employment in Europe and in particularly in Centro Region of Portugal.

Artistic Ceramics represents a central part of European tradition. The sector is mainly composed of small and micro enterprises that were hit by the economic crisis and low-cost competition.

For the ceramic sector, globalisation represents a challenge but also an opportunity. The sector, supported by public policies, must improve the way it conceives and develops new products, industrial processes and services, in line with the recent drive towards advanced manufacturing.

The Ceramic subsector has a large importance in Centro Region, denoting the ceramic tradition in this region, based on knowledge passed down through the generations. Competitiveness of this Ceramic subsector is based on product innovation, creativity and promotion of process efficiency, imposed by companies, namely at product development level with support in IT tools, like 3D software and hardware.

Small crafts, although less representatives in Centro region when compared to other companies, usually have workers with a high level of competencies and knowledge, producing handmade (or with ceramic wheel) and using traditional slip casting processes. Moreover, some craft companies may already have some automation in slip casting processes. Still, SME and large ceramics companies that are growing in the market in general use high level technologies, investing significantly in innovation, both at product and process level. This leads to process automation and flexibility responding to the clients, being able to produce large or small series according to client's needs. In order to achieve this flexibility, these companies have often simultaneously several types of forming technologies, maintaining in most cases the slip casting processes only as backup resource.

Craft or artisan companies may apply innovation in product development process by using 3D virtual modelling, namely in the case of ceramists with higher artistic knowledge level. In SMEs, the innovation may go further but yet more restricted to product development process using virtual modelling, 3D, and a strong focus on designers' integration in product development teams.

Several ceramic artisans are starting to develop their markets through cooperation models with other artisan and artists. They cooperate by presenting all together their products in fairs and exhibitions, thus increasing their production and sales scale in order to reach an effective internationalization. SME also use this model of cooperation, presenting together their products in international markets, usually with SME from the same sector.

CTCV is a technological centre focused on the development of technical and technological capabilities of the ceramics industry. CTCV has extensive experience in developing added value ceramic materials, playing a strategic role increasing innovation and competitiveness in ceramics SMEs from Portugal, namely artistic and artisan companies. In cooperation with several stakeholders from Centre Region, including the Centre Region organizations responsible for the public policies (CCDR-C), CTCV is considered by the ceramic sector as interface centre. It is positioned between public and governmental organizations and companies, with special emphasises to the small ones with lack of resources and visibility.

The participation of CTCV in CLAY aims to influence the Centre Region policy instrument in order to consider how support can be **targeted toward specific key sectors** of the regional economy. This is particularly relevant to the traditional sectors and, in this case, aiming specific measures to promote innovation for production and marketing processes of artistic ceramics SMEs: These enterprises are often neglected for funding of innovation projects due to their lack of representativeness.

During phase one of CLAY Project, CTCV established close connections with different ceramic stakeholders in order to assess their global needs and difficulties. *The following were identified:*

- *Acknowledgment with dignity this ancestral art, in products that can have added value lifelong and be therefore environmentally friendly.*
- *Commitment of public authorities to promote:*
 1. *Scientific and technological informative databases related to the sector.*
 2. *Continuous information about financial and other support.*
 3. *Promotion of continuous training on technology and innovation*
- *To give more opportunities for exchange, visibility and information and coordination - even nowadays with global communication many information remains unused isolated;*
- *Exchanges of Ceramists / Designers between companies and workshops with other companies or workshops in countries where ceramics have high commercial value*
- *An area of art galleries and ceramics workshops.*

Organize trade events between various sectors, exhibitions product innovation shows.
- *Increasing focus on digital technology not only through marketing, but also reducing the time it takes to develop and produce new products.*
- *To go out of the comfort zone ...in order to promote product innovation*
- *Since ceramic sector has a strong energy component, additives to lower firing temperatures would help companies (lower costs) but also for the environment (reducing environmental impacts).*

In Portugal, Centro Region is the most important national region concerning activities related with ceramic products. This is due to the existing activities and industries, born mostly because of existing natural resources in the Region. A significant number of existing ceramic companies, including craft ceramics, are located here (about 80% of total number of ceramic companies are located in Centro

Region, mostly in districts of Aveiro, Leiria and Coimbra) producing tableware, decorative, giftware, but also wall and roof tiles, sanitaryware and other ceramic products.

Moreover, most of the stakeholders like associations, training centres and also technological centres are based in this Region, including APICER - Portuguese Association of the Ceramics Industry, CENCAL - Professional Training Center for the Ceramic Industry, CEARTE - Professional Training Center for Crafts, APTCC - Association of Ceramic Cities and Towns, ESAD - School of Arts and Design of Caldas da Rainha and SPCV - Portuguese Society of Ceramics and Glass.

RIS3 priorities of the actual Centre Region framework (coming soon to finish) include the development of sustainable processes, materials and systems with added value for the region. Additionally, in tourism, the introduction of regional products into larger-scale tourist packages (national and even international) is one of the priorities. These priorities can contribute to cross-sector innovation with impact on ceramic products, including internationalisation.

There is no specific funding to support artists and artisan of traditional sectors, namely if these are not exporting companies. In addition to this lack of specific funds, these companies have difficulty to proceed with innovation and with internationalisation processes considering their dimension, labour-intensive products and business skills requirements. Therefore, the development of new policy for the ceramic sector, namely the artistic and artisan one, would be an important contribute for their competitiveness.

2 General information

Project: CLAY - Cross Sector support for Innovative and Competitive Artistic Ceramic SMEs

Partner organisation: CTCV: Technological Centre for Ceramics and Glass

Country: Portugal

Nuts:2 Região Centro

Contact person: Victor Francisco

Email address: victor.francisco@ctcv.pt

Phone number: +351239499200

3 Policy context

Operational Program for the Centro Region

Supported by Portuguese P2020 Program, managed in Centro Region by CCDR-C (at regional level the funding management is assured by CCDR-C although the negotiation of funding with UE is made by the Portuguese central government).



Action 1

Axis 2 - Competitiveness and Internationalization of the Regional Economy

[Eixo 2 - Competitividade e Internacionalização da Economia Regional (COMPETIR)]

Investment Priority

3.3 Support for the design and growth of advanced capabilities for products and services development

Specific Objectives

Strengthen business capacity of micro and SMEs for the development of goods and services

Who Can Apply

- SMEs • Business associations • Incubators and business accelerators • CT entities • Public agencies, municipalities and inter-municipality communities • Public authority responsible for implementing the funding instrument
- Other organizations that promote internationalization

Investment type

Qualification and Internationalization of SMEs

Project type

1. Innovation voucher; or
2. Internationalization voucher; or
3. R&D voucher
 - Modalities - Simplified scheme
 - Type of funding - Non-refundable (limit 15.000€)
 - Duration - 12 months

Eligible Activities

- 1. Innovation Consulting Activities;*
- 2. Internationalization Consulting Activities;*
- 3. R&D Consulting Activities*

Action 2

Investment Priority

8.8 Support for the development of business incubators and support for self-employment, micro-enterprises and business creation

Specific Objectives

Promotion of sustainability and quality of employment and support for worker mobility

Who Can Apply

Micro and Small Enterprises

Investment type

Entrepreneurship and Employment Development

Project type

National Production Support Program (Local Basis)

Eligible Activities

- 1. Equipment investments*
- 2. Software and hardware investments;*
- 3. Marketing and brands investments;*
- 4. Product development;*
- 5. Technical consulting support*
- 6. Investments in improvement of facilities*

4 List of Actions

ACTION 1

Extend Voucher programme to support artistic and artisanal ceramics business

This action concentrates on the policy for Competitiveness and Internationalization of the Regional Economy in the context of Vouchers Programme, targeted towards a specific topic. This action seeks to increase the knowledge and skills of artisans and artists in order to increase their competitiveness through the ***development of collective spaces equipped with technology, available to small companies and artisans considering that:***

- *Design product technology (software, 3D printers, 3D scanners) is expensive and requires specific support and training*
- *Due to Policy instrument restrictions on supporting individual artisans, this funding could be financed indirectly through groups of associations*
- *The initiative could be led by existing stakeholders*

The development of work planned by CTCV kept the involvement of the staff of CCDR-C, the management authority responsible for regional funding, in order to assure changes needed to be achieved by CLAY in the funding policies. This staff was involved in the validation of the Good Practices as well as in the identification of other partners' GP that could be adapted to Centro Region context, in order to support artisans and artisanal companies to grow and be more competitive.

The use of Vouchers programme was recognized as a viable way to improve this support and was inspired by GP "3D SYSTEMS PRO SRL HOREZU" in order to support the development of thematic calls to be funded.

ACTION 2

Include artistic and artisans ceramics business in criteria of Entrepreneurship and Employment Programme

This Program was created as a public policy instrument to support directly productive business investment, which will aim to stimulate the national production; this programme focus is on the industrial and tourism sector but it can be easily adapted to reinforce the competitiveness of the creative sector, which may impact also with tourism sector.

This action aims to introduce de Economic Activities Code (CAE) of ceramic artists and artisans as an eligible criterion to turn to access funding under this programme.

This programme is also able to support the equipment acquisition need to improve the impact of Action 1 and it can complement the action 1 or be an alternative funding scheme.

5 Details of the Actions Envisaged

With our 2 actions, we intend to improve existing funding tools in our region, to make them more suitable to the characteristics and needs of ceramic businesses.

To do so, we are targeting two different investment priorities of the Centro 2020 Programme. This is necessary to provide Centro ceramic SMEs with wider opportunities to access to specialised consultancy and to investment tools that can help them become more competitive on domestic and international markets.

Both improvements fall within Typology 2 – improved governance (through the inclusion of a new eligible economic activity), leading to Typology 1 – new projects (funding investment projects in the ceramic sector).

Both actions share the same background and will be run in parallel, by the same actors. For this reason, sections “Policy Need Addressed” and “Overview of the Policy Improvement” that this Action refers to are prepared with reference to each Action. All subsequent sections contain information on both Actions.

5.1 Action 1

Title of the action

Extend Voucher programme to support artistic and artisanal ceramics business

Policy Need Addressed

CENTRO 2020 - Axis 2 (COMPETIR) is dedicated to the competitiveness and internationalisation of the regional economy. It has the main objective of strengthening competitiveness of micro, small and medium-sized enterprises. It is focused primarily on promoting entrepreneurship (facilitating support for economic exploitation of new ideas and encouraging creation of new enterprises), developing and applying new business models for SMEs, supporting creation and development of advanced products and service development capabilities, enabling SMEs to participate in growth and innovation processes.

This Axis supports generic productive investment in SMEs. It also has support instruments for research and innovation processes in SMEs, advanced support services for SMEs and SME groups (including management, marketing and design services), development of SME activities, support for entrepreneurship and incubation, support for environmentally friendly production processes and resource efficiency measures in SMEs. It supports development and promotion of companies specialising in services for the low carbon economy and resilience to climate change.

Globally, these programmes have been able to promote SME's competitiveness, however they induce difficulties and impose some access criteria that unable individual artists and small business artisans to access funds. It would be strategic to promote their competitiveness and the innovation in their processes through this, keeping the tradition and history of their products.

Even with small dimension the overall of these activities and the cultural importance to this region is very important, as well as to add value to the touristic sector demonstrating the cultural values and the importance of ceramic products. In this region, where the importance of ceramic industry is recognised, many times this is supported in empirical know-how passed along many generations of ceramic artists and artisans with strict connection with the cultural heritage of each region and particularly in Portugal.

Over the last framework programme, Portugal has been promoting the development of innovation and internationalization through the smart specialization. Several funding tools have been applied at national and regional level.

In Portugal, the Voucher programme, managed by Portugal 2020 Programme together with Regional Coordination and Development Commission CCDR-C (CENTRO2020), is intended for the acquisition of consulting services to implement Innovation or R&D services to support micro SMEs to implement solutions, identify strategies for the adoption of technologies and new processes. Voucher programme may also define calls to improve specific thematic (Circular Economy, Industry 4.0,...).

The Voucher Programme was launched at regional levels to support specifically Micro and SME in these domains. Despite successfully reaching the intended public and achieving programme objectives, the funding criteria limited access to individual artist and artisans, namely ceramic ones.

Vouchers are short duration projects (1 year), usually with a limited budget of 20.000€ that may vary, with non-refundable funding with maximum support of 15.000 € (75% funding rate). They were designed to improve competitiveness in strategic sectors of the regions and to facilitate the access to funding of micro and SME, exclusively. They adopted a simplified bureaucratic process of analysis, approving and reporting. It is considered a simple funding instrument for proposing and approving an application for funding and it is normally very effective to answer the needs and the current innovation goals of SME.

Vouchers are for companies of all sector with a minimum of 3 people, so they cannot be used by individual artist. This requirement makes this tool not entirely suitable to the needs of ceramic businesses from our region, where many individual artisans and companies with less than 3 employees exist. For this reason, adjustments to the voucher would be necessary.

Overview of the Policy Improvement that this Action refers to

This Action will enhance the existing voucher scheme to make it more suitable to the needs and characteristics of ceramic businesses, in terms of company size and type of innovation sought after. Through this action, we propose a new design approach for a specific Voucher programme with

improved criteria that could address the artistic and artisan needs. It would provide them access as individual artists and artisans to this Voucher Programme.

Considering the current structure of the Voucher programme, this could be accomplished through thematic Vouchers to support artistic and artisanal activities and to improve cooperation between them or between stakeholders of this sector to achieve increased competitiveness.

The Voucher programme would focus on the specific needs of small artistic ceramics companies and artisans, often forgotten due to its lack of representativeness. It could also contribute to increasing the implementation of new innovative projects oriented to specific needs from this sector.

In this Action, this requirement will be discussed in order to be applied by artisans and artists even working individually, or finding ways to promote their eligibility to be supported by some other fund that can promote their activity and competitiveness.

Simultaneously this Voucher would address new access criteria for recognising individual artists and artisan in order to for these beneficiaries to access this funding.

Voucher access could also be opened to association of artists and artisans that could help promoting this GP and skills and provide digital tools to demonstrate the practice of promoting innovation in processes.

In the framework of this action, our objectives, that will lead to the improvement of our policy instrument, are:

- To revise the access criteria to vouchers programme to include artistic and artisan workers in order to promote their competitiveness;
- To design new thematic areas answering to the specific needs of traditional artistic and artisan sector;
- To improve the use of digital technologies to communicate and commercialise the products as well as to promote the artists and artisan work;
- To use and transfer the GP “A 3D studio in the field of three-dimensional ceramics” inducing innovation in this sector by introducing new tools and creating 3D studios to create and develop new products.

With this selected policy instrument improved, the Portugal Centre Regional Operational Programme (CENTRO2020), under the management of CCDR-C, will be able to reach an enlarged group of beneficiaries and give feedback on the needs of an important activity sector, achieving innovation objectives and promoting internationalization and competitiveness.



5.2 Action 2

Title of the action

Include artistic and artisans ceramics business in criteria of Entrepreneurship and Employment Programme

Policy Need Addressed

The Portuguese Programme CENTRO 2020 is included in the thematic domain of competitiveness and internationalization. It has been supporting investment in companies based on the tradable sectors, focused on exports and with high technological and knowledge intensity.

However, the relevant role of micro and small companies for value creation and employment, and for the diversification and qualification of business, as a role so relevant that it led to the need to diversify the offer of support to entrepreneurship and job creation, resulting in the conception of a Funding Scheme for Entrepreneurship and Employment (S12E).

The actual program S12E contributes and it's aligned with the objectives of interrelated public policies stimulating the development of business initiatives and job creation, promoting development and economic and social cohesion of territories.

These programmes are orientated to improve competitiveness of micro and small enterprises reinforcing the business on a territorial level but they also induce difficulties and impose some access criteria that unable ceramic artistic and artisanal activities to access these program funds.

This kind of program is very important to fund the investments in equipment, software and hardware needed to allow the changes in the traditional processes in order to promote innovation and competitiveness in these businesses, maintaining the cultural heritage.

The S12E programme, managed by CCDR-C (CENTRO2020), supports the small end micro business investments that were not covered by other programmes and was a way to promote the small business investments and local competitiveness once normally small business are of territorial bases.

Depending on business sizes, the budget may reach a maximum of 235.000€ and the projects duration could be between 1 and 1,5 year, with non-refundable funding from 30% to 85% of funding rate. They were designed to improve competitiveness in strategic sectors of the regions and to facilitate the access to funding of micro and SME, exclusively.

Our objective is to induce policy makers at regional level, include in the criteria access programme the ceramic artistic and artisanal activities.

The programme could include specific needs of small artistic ceramics companies and artisans, often forgotten due to its lack of representativeness. It could also contribute to increasing the implementation of new innovative projects oriented to specific needs from this sector.



With this selected policy instrument improved, the Portugal Centre Regional Operational Programme (CENTRO2020), under the management of CCDR-C, will be also able to reach an enlarged group of beneficiaries and give feedback on the needs of an important activity sector, achieving innovation objectives and promoting internationalization and competitiveness.

Overview of the Policy Improvement that this Action refers to

Through this action, we intend to enhance the existing S2E scheme, by making ceramic activities eligible for funding. This will be achieved by including ceramic artistic and artisanal activities in the criteria to access programme.

The eligibility of ceramic craft activities will be discussed in order enable access to investment of artisans and artists, even working individually, to promote innovation in the traditional processes in their activities and reinforce their competitiveness.

The enhanced programme will address the specific needs of small artistic ceramics companies and artisans. It will also contribute to increasing the implementation of new innovative projects oriented to specific needs from this sector.

With this selected policy instrument improved, the Portugal Centre Regional Operational Programme (CENTRO2020), under the management of CCDR-C, will be also able to reach an enlarged group of beneficiaries and give feedback on the needs of an important activity sector, achieving innovation objectives and promoting internationalization and competitiveness.

In the framework of this action, our objectives that will lead to the improvement of our policy instrument, are:

- To make ceramic craft activities eligible under S2E programme, to support investments needs to promote innovation and competitiveness of small business;
- To improve the use of digital technologies to communicate and commercialise the products as well as to promote the artists and artisan work;
- To use and transfer the GP “A 3D studio in the field of three-dimensional ceramics” inducing innovation in this sector by introducing new tools and creating 3D studios to create and develop new products.

This kind of programme can support the investments need to implements the new Digital 3D tools to support creative work of new artists and artisans with improved skills and awareness. The increasing focus on digital technology to support time-lapse of product development cycle - from design to prototype/product - will reinforce their competitiveness. This innovation in processes will attract new people to work in ceramic production, with training adjusted to new needs of artistic ceramic.

5.3 Common elements to both Actions

Background

The CLAY exchange promoted during Interregional Learning Events reinforced the importance of cultural values for all the regions with ceramic tradition and heritage and created awareness about common needs. This was also the place for the presentation of the good practices that each partner had used to improve competitiveness in their region with public funding tools available or adapted to answer the intended goals.

Since the beginning of the project, the regional entity CCDR-C (Centro Regional Coordination and Development Commission) was involved, by CTCV, in the project. CCDR-C is the management authority responsible for regional funding programs used by companies. This involvement showed to CCDR-C staff the needs and constraints that artisans and artisanal companies have some viable solutions were pointed out to help them to grow and be more competitive.

In the diagnosis phase (CLAY sector and needs analysis), developed with regional stakeholder involvement and shared with interregional partners, it was proved which constraints and needs are shared among regions. Some regions have good practices or funding solutions to answer specific issues, such as the need for innovation, training and promotion of youth involvement in crafts. These were the needs to reinforce the artistic and artisan's competitiveness generally pointed out during the diagnosis.

Sharing these good practices and innovative solutions even in different context showed that some can be transferred to our region, adapting some of the practices to our context. Their success in the other regions can prove to management authorities that they can be successful in our region.

Work within CLAY show the need to improve policy instruments and ways used by the other interregional partners to apply them, in order to consider how this generic support can be targeted towards more specific, key sectors of the regional economy. This is particularly relevant to the traditional sectors and, in this case, specific measures that can promote innovation in the production processes of artistic ceramics SMEs.

A GP that was particularly useful to shape this action is "A 3D studio in the field of three-dimensional ceramics" that was presented by P3 – Regional Development Agency South-West Oltenia in the occasion of the CLAY GP exchange webinar in March 2020. Further details and insights on this GP were provided at the Virtual Interregional Learning Event 5, hosted in September 2020 by P3. This GP demonstrates how the creation of a 3D studio for three-dimensional ceramics helped the company 3D SYSTEMS PRO SRL HOREZU to increase its competitiveness, by making production processes faster and smoother. On a broader level, it also showed how the use of technologies can boost the attractiveness of artistic and artisan sector for young people. This is a particularly interesting point for our region, as it was one of the needs pointed out in the sectorial diagnosis.

One of the specific features of our enhanced voucher will transfer this GP, by including in the Voucher the topic of incorporation of Digital 3D tools to support creative work of new artists and artisans with improved skills and awareness. This will help to deploy two positive effects in our local ceramics sector:

- The increasing focus on digital technology to support time-lapse of product development cycle - from design to prototype/product - will reinforce their competitiveness.
- This innovation in processes will attract new people to work in ceramic production, with training adjusted to new needs of artistic ceramic.

Main interregional GP inspiring both actions

GP inspiring both actions	Elements to be transferred for my policy improvement	Exchange process
<p>A 3D studio in the field of three-dimensional ceramics - - HOREZU GP “3D SYSTEMS PRO SRL HOREZU” an innovative project, opening a 3D studio in the field of three-dimensional ceramics, printing objects of a very wide variety of shapes or colours of clay</p> <p><i>The use of innovative tools as 3D development and printing of ceramics combine with traditional processes to promote the development of ceramic products and company competitiveness.</i></p>	<p>3D tools for development and printing ceramic products is already used essentially by large ceramic companies in their processes.</p> <p>3D development of products is already spread-out by the small and medium companies but generally without tools to print their products.</p> <p>Joining this innovative way of working in a collaborative process, the access of artists, artisans and micro / small companies to this tools is interesting to transfer to our context in order to improve this sector competitiveness.</p>	<p>CLAY GP exchange workshop online (March 2020)</p> <p>ILE 5 Online (Sep. 2020) – Romania, South-West Oltenia Region</p> <p>The ceramic tradition supported in innovative tools and processes of doing.</p>

Input from interregional exchange in CLAY (Other GPs providing inspiration to this Action)

Lessons learnt (GP title / description of other input)	Elements to be transferred for my policy improvement	Exchange process (How did I learn this lesson? When did I get the input? etc.)

<p>Project CERAMICA MADE IN UMBRIA - The project starts in the creation of a collection of innovative ceramics that maintained the traditional technical specifications.</p> <p><i>The relevance of traditional ceramic know-how and the use of this traditional processes in the development of innovative products.</i></p>	<p>Centro Region also has an important know-how on traditional ceramic process and artists, artisans can also use it to the development of new traditional products with high aesthetic quality</p> <p>Several ceramic SMEs of Centro region are also pursuing this developments to reinforce their competitiveness.</p> <p>It could be transferred to Centro region with the support of innovative funding instruments and processes once we have a similar context at artistic and artisans level.</p>	<p>ILE 1 (Jun. 2018) – Italy, Umbria Region</p> <p>The ceramic tradition and cultural heritage and their connection and specific identity with each region</p>
<p>I-Start - Innovation Program aimed to build integration and collaboration processes between companies, through the implementation of Innovation Projects for business clusters</p> <p><i>The importance of promote the collaboration between artists, artisans (micro / small) companies in some activities that they have more difficult to access to promote their competitiveness.</i></p>	<p>The artists, artisans and micro / small companies of Centro region have also expressed in the stakeholders' meetings the difficulties they have to access some tools due their dimension.</p> <p>Some of these artists need to join together in association to promote their products in a collaborative way.</p> <p>This could be spread out by supporting this collaborative work in other dimensions like providing innovative tools to answer innovation needs of development or to promote marketing namely at digital level to give competitiveness to artistic, artisan and micro / small companies sector.</p>	<p>ILE 1 (June 2018) – Italy, Umbria Region</p> <p>The ceramic tradition and cultural heritage and their connection and specific identity with each region</p>
<p>Innovative marketing activities - a special and unique sale space built as giant pot, representative of traditional ceramics in the region</p>	<p>This is an innovative idea that could be interesting to present to our association APTCVC and their members.</p> <p>It could be used by some of the municipalities in partnership with their members to promote their traditional ceramics products.</p>	<p>ILE 5 Online (Sep. 2020) – Romania, South-West Oltenia Region</p>

<p><i>An innovative way of reinforcing simultaneous the image of ceramic tradition of the region and to add value to traditional ceramic products.</i></p>	<p>In Caldas da Rainha they also use Bordalo Pinheiro Figures spread by the town to promote the traditional ceramic of region another way of marketing this cultural heritage.</p>	<p>The ceramic tradition supported in innovative tools and processes of doing.</p>
<p>Ceramics education at Adult Education Centres - The objective of ceramics education at AECs is to offer to anyone interested the possibility to get skills on creating ceramic objects. The education relies on the leading concepts of lifelong learning and self-development.</p> <p><i>The ceramic knowledge and skills acquired at educational level since young in order to develop the involvement of the potential artists since youth.</i></p>	<p>It a learning process included in the educational plans to promote the artistic skills of young students to arts in which is included the artistic ceramic, music and others.</p> <p>It's rather different from Portuguese case were ceramic training at lower level is rather empirical and based on knowing by doing.</p>	<p>ILE 3 (Sep. 2019) – Finland, South Ostrobothnia Region</p> <p>The motivation to the artistic development potentiated as an educational choice since young.</p>
<p>SRDEII – Main Line 3 Regional scheme of economic development, innovation and internationalization - Improve the industrial performance of regional companies and deploy the factory of the future</p> <p><i>A structured methodology design to promote process innovation in group of companies', ceramics ones included, step-by-step with the support of external expertise.</i></p>	<p>This is a very interesting and ambitious methodology propose to improve competitiveness in the region companies.</p> <p>Normally in Portugal these four axes are covered separately, and they can be used by different project funding programmes to support these improvements.</p> <p>Usually only medium and large companies scope all the dimensions considerer in this methodology.</p> <p>Some programmes like training – action programme support the companies in the “Raise awareness” and identify improvements in the other dimensions that can</p>	<p>ILE 2 (Fev. 2019) – France, Nouvelle Aquitaine Region</p> <p>The innovation in all processes as a key axe to reinforce competitiveness.</p>

	<p>be reinforced under other support programs, namely in Axis 2 (Competir).</p> <p>It is interesting to apply it in SME's improvement to promote their competitiveness, using different funding instruments to improve and achieve the different axis goals.</p>	
<p>SRDEII – Main Line 4 - Regional scheme of economic development, innovation and internationalization –Accelerate the development of territories through innovation</p> <p>A second structured methodology designed to promote process innovation in companies step-by-step but based in the approach to more intangible issues like the reinforcement among others of knowledge, cooperation and communication.</p>	<p>Is also a very interesting and ambitious methodology propose to improve companies' competitiveness.</p> <p>Is also difficult to transfer to artistic and artisan sector, but it's a very interesting methodology to apply in SME's, by entities like CTCV, to improve and promote companies' competitiveness.</p>	<p>ILE 2 (Fev. 2019) – France, Nouvelle Aquitaine Region</p>

Specific Activities and Timeframe

Phase 1 / Jun 2018

Participation of CTCV in Interregional Learning Event (ILE1), Assisi, with a representative from CCDR-C, Lidia Martins, as invited stakeholder to start awareness of the artistic and artisan sector context and needs.



Phase 1/ Jul 2018

Previous meetings to prepare stakeholders meeting with the involvement of the representative of CCDR-C. In this meeting were identified the key stakeholders to support the changes in the action plan.



Phase 1/ Nov.2018

The 1st stakeholders' engagement meeting held at Caldas da Rainha, involving a group of the most significant stakeholders of the sector with the participation 2 staff from CCDR-C. In this meeting were identified the main needs and constraints of the artistic and artisanal ceramic sector.

	
<p>Phase 1/ Feb.2019</p>	<p>Participation of CTCV in Interregional Learning Event (ILE2), Limoges, with 2 invited represent of CCDR-C to observe French context and GPs (see SRDEII – Main Line 3 and 4 presented above).</p> 
<p>Phase 1/ Apr. 2019</p>	<p>The 2nd stakeholders' engagement meeting held at Caldas da Rainha, involving a group of the most significant stakeholders of the sector with the participation 2 staff from CCDR-C.</p> 
<p>Phase 1/ Sep. 2019</p>	<p>Participation of CTCV in Interregional Learning Event (ILE3), Seinäjoki, with an invited representative of CCDR-C to observe the Finland</p>

	<p>context and GP (See Ceramics education at Adult Education Centres, presented above).</p> 
<p>Phase 1/ Nov. 2019</p>	<p>Organization of Regional Event in Aveiro included in the “Bienal da Cerâmica” with the participation of representative from CCDR-C and a broad group of artists and artisans.</p> <p>This event promoted the stakeholders engagement and the sharing of innovative good practices in the artistic and artisanal ceramic sector to improve and support during the action plan.</p>  
<p>Phase 1/ Feb. 2020</p>	<p>Organization of Interregional Learning Event (ILE3), in Portugal, with the participation of representatives from CCDR-C to present our context as well as to present to Interregional partners our GP, namely Voucher Programme.</p>

	
Phase 1/ May-Sep. 2020	Contacts with the stakeholders and responsible management authority CCDR-C to establish the Action Plan strategy.
Phase 1/ Sep. – Dec.2020	Action Plan elaboration gathering inputs from stakeholders.
Phase 1/ Fev.2020	Steering group meeting and exchange session with interregional partners
Phase 1/ May.2021	Meetings with the responsible management authority CCDR-C to establish the final version of Action Plan
Phase 2/ Jun -Dec 2021	Meetings with the responsible of Vouchers management authority CCDR-C - before launching of new Vouchers programme to discuss the design of the new thematic Voucher
Phase 2/ Sep- Dec 2021	Meetings with stakeholders to present the new Vouchers design
Phase 2/ Nov 2021	Organization of 2 nd Regional Event in Aveiro included in the “Bienal da Cerâmica” with the participation of representative from CCDR-C and a broad group of artists and artisans to present the final action plan.
Phase 2/ Jan -Jun 2022	Discussion with the responsible of Vouchers management authority CCDR-C
Phase 2/ Sep -Dec 2022	Sectorial event to present new funding programme to answer to the of artistic and artisan business needs
Phase 2/ Sep -Dec 2022	Publication of the voucher calls in “Digital 3D tools to support the creative work for artistic and artisan sector”
Phase 2/ Dec 2022 Mar. 2023	Monitoring – meetings concerning the number of approved vouchers by CCDR-C funds and their expected impact
Phase 2/ May 2023	Final evaluation on the impact of this funding instrument in Portugal Centro Region and dissemination of the results

Stakeholders involved

Name of Organisation	Role in Action Plan
CTCV – Technological Centre of Ceramic and Glass	GP proposal, monitoring and implementation support. Interface between artisans and artistic companies and policy instruments
Regional Coordination and Development Commission CCDR-C (CENTRO2020)	Policy improvement based on identified GP
<p>Stakeholders of ceramic Sector</p> <ul style="list-style-type: none"> • Artists and Artisans • APTCVC • Museums and Art Galleries • Ceramic Associations • Training schools of ceramic and crafts, design and materials 	<p>Artists and Artisans:</p> <p>Participation in dissemination actions and implement innovative action in their business under Vouchers programme</p> <p>APTCVC and</p> <p>Museums and Art Galleries</p> <p>Promotion of dissemination actions to engage artist and artisans</p> <p>Ceramic Associations and</p> <p>Training schools of ceramic and crafts, design and materials</p> <p>Promotion of dissemination actions to engage artist and artisans.</p> <p>Launching action under Voucher programme to support collective for artists and artisans</p> <p>All of them are going to provide:</p> <ul style="list-style-type: none"> • Network reinforcement • Inputs to final evaluation.

Costs and Funding Sources

Costs	Funding Sources
<p>ACTION 1:</p> <p>Support to 50 vouchers considering a program period of 5 years (~10 vouchers per year)</p> <p>Considering funding of 75%</p> <p>Average budget of 10.000€ per Voucher</p> <p>Total: 500.000 €</p>	<p>CENTRO Regional Operational Program</p>
<p>ACTION 2:</p> <p>Support to 25 SI2E considering a program period of 5 years (~5 SI2E per year)</p> <p>Considering average funding of 75%</p> <p>Average budget of 80.000€ per SI2E</p> <p>Total: 2.0M€</p>	<p>CENTRO Regional Operational Program</p>

Risk and Contingency Plans

Description of Risk	Level of probability (High, Medium, Low)	Description of Contingency Plan
<p>ACTION 1:</p> <p>Voucher Programme with new criteria, with reduce number of applications by ceramic SME and artists and artisans</p>	<p>Low-medium</p>	<p>Promote local dissemination action to improve program knowledge.</p>

<p>ACTION 2: S1ZE Programme, with reduce number of applications by ceramic artists and artisans business</p>	<p>Low-medium</p>	<p>Promote local dissemination action to improve program knowledge.</p>
---	-------------------	---

Monitoring

ACTION 1:

Self-defined Performance Indicators		
Indicator	Target/year	Means of Verification
Nº of projects presented by Ceramists in Vouchers program	20	Information of managing authority in May of 2023
Output Indicators		
Indicator	Target/year	Means of Verification
Nº of projects approved to support Ceramists by Vouchers	10	Information of managing authority in May of 2023

ACTION 2:

Self-defined Performance Indicators		
Indicator	Target/year	Means of Verification
Nº of projects presented by Ceramists in S1ZE program	10	Information of managing authority in May of 2023
Output Indicators		
Indicator	Target/year	Means of Verification
Nº of projects approved to support Ceramists by S1ZE	5	Information of managing authority in May of 2023

6 Signature

Institution: CCDRC

Name of Signatory : Isabel Damasceno

Position: President

Date: 28-06-2021

Stamp (if available)

Signature