



Past - Present - Future



# INDUSTRIAL CULTURE, LABOUR FORCE AND COMPANIES

Academic recommendations for practical intervention on how to deploy Industrial Culture for securing labour force and strengthening the regional ties of companies

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InduCult2.0 - Research Input Paper T3

Final Version

05 2017

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Action:T3.1.2



May 2017



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## 0. Summary

The aim of this paper on 'Industrial Culture, Labour Force and Companies' is to address the role of Industrial Culture for supporting the ties of the regional labour force to industry, to strengthen the connection between work force and companies and to raise awareness of regional Industrial Culture.

Within the InduCult2.0 project, which forms the background of this document, Industrial Culture is understood as a variety of both tangible and intangible heritage (buildings, traditions), as well as contemporary assets, such as specific mind-sets, and skills, as well as referring to the reservoir of cultural meaning and practices actors construct in contemporary and active industrial production units. These assets can be used to strengthen both internal, as well as external perception - breaking the negative stereotypes and nostalgic reference of a 'golden past'. In this way, project partners understand Industrial Culture as a reliable and authentic common ground for an internal reference point of industrial communities. Being a place-based concept - as tied to specific place-bound tangible and intangible attributes of industrial production - it is a unique feature of old industrialised regions, often providing a link between different generations of people, linking past, present and future.

This document discusses briefly - along case studies and practical examples - two strands of actions in connection to the topic of Industrial Culture, Labour Force and Companies: One set of actions focuses on possibilities of raising interest in particular young qualified workforce for industry. The other one emphasises solutions of binding work force and companies to foster regional Industrial Culture.

In total, the paper shows the variety of possible utilisation of Industrial Culture already existing across Europe. To valorise the full potential of these assets the discussion highlights the importance of both organising regional stakeholder networks and fostering the regional potential in global market conditions.

# 1. Introduction

This document is the first deliverable of the workgroup ‘Deploying Industrial Culture for securing labour force and strengthening the regional ties of companies’ (T3) within the InduCult 2.0 project. It is one of four thematic workgroups within the project and addresses the role of Industrial Culture in testing the concept in its contextual capability to secure labour force and bind companies, as well as raising awareness and interest of youth in industry by embedding cultural issues and work options in a regional context of industrial evolution.

This input paper provides an academic input to the planned activities of project partners (PP) involved in the workgroup over the project run-time until summer 2019. It will set the frame of the partner’s actions creating at first a joint understanding of the topic and providing an overview of some good practice example from across Central Europe and beyond on the topic. To establish a joint understanding between PPs is an important step within the workgroup. Thus, this document will serve as a reference point to all partners for their own activities.

This document is structured in six chapters: After the introduction, the text puts forward some general remarks on the role of Industrial Culture in relation to securing labour force and binding companies, giving some ideas on positive effects, which can be achieved by pursuing this field of action, thereby setting the frame of this document. The following section then discusses some good practice examples from Central Europe in order to illustrate some approaches to the topic chosen in other regions. Chapter 4 will highlight some ‘lessons learned’ from the examples, while chapter 5 will draw some general conclusions. The final chapter provides some additional information on the project InduCult2.0 itself.

By its character this paper is closely interconnected to the workgroup output “Regional Action Plans” (T3.2+T3.5), in which each involved partner breaks down the results of this paper into its own, regional action plans by highlighting particular interests and actions for his region. The scientific support partner (PP2), as well as the workgroup leader (PP6) both have ensured the necessary information exchange between the partners regarding the preparation of the two documents.

This input paper stands also in connection to the similar papers on ‘Industrial Culture and Identity’ (workgroup T2), and ‘Industrial Culture meets Creative Industries and Pioneers’ (workgroup T4), as well as the more theoretical “Framework paper on Industrial Culture”, which reflects on the term, character and concept in an academic way. All four papers were prepared in their structure and outset as a joint collaboration by the Leibniz Institute for Regional Geography, Leipzig (PP2) and the University of Graz, Institute for Geography and Regional Science (PP4).

The results are based on data research, communication and information exchange between project partners, as well as inputs received in the academic workshop in Graz and the project kick-off workshop in Leoben (Austria) in October 2016 (T1.1.1 + T1.2.1). Additionally, there have been contacted various European networks, e.g. European Forum of Heritage Associations and CSR Europe, actively working on the topic of this document inviting them to share knowledge and contribute to the workgroups outputs at the next steps of the project (i.e. follow-up workshops and conferences), in order to incorporate existing knowledge on the topic.

## 2. Framing the topic of “Industrial Culture, Labour Force and Companies”

### 2.1 Industrial Culture, Labour Force and Companies

Against the background of global structural changes and transition processes, the requirements of a knowledge-based economy and a (post-) industrial society respectively, the current demographic trends and the prospective labour supply are big issues especially for (old-) industrial regions outside agglomerations. An increasingly knowledge-based economy leads to an increased demand in well-skilled work force. Otherwise, the interregional competition for workforce has been increasing and many regions suffer from brain drain, lacking in-migration and facing demographic decline, even in those cases, where jobs are available.

In this context, recruiting young talents and highly qualified labour for industrial jobs has become increasingly difficult. Because of the industry’s image of dirtiness and pollution, the youth is more interested in jobs in other economic sectors. In order to prevent skills shortage in the future there is a necessity for recruiting young talents also for the industrial sector and promoting the innovative opportunities of “Industry 4.0” under the condition of a globalized, highly networked economy.

A strong potential can be seen in the proactive utilisation of Industrial Culture as an asset for future development. However, Industrial Culture has to be reinvented and reinterpreted - getting rid of negative images often prevailing in industrial regions. Cleantech, innovative and intelligent systems based on revolutionary communication technologies have provided the ground for such a reinterpretation.

An Industrial Culture 2.0 aims to utilise this revolutionary paradigm shift and to combine it with the existing variety of both tangible and intangible heritage (buildings, traditions) in so-called old industrial regions. The distinct regional work culture of traditional industries has generated a specific knowledge base, professional skills, mind-sets, loyalties, habits, and attitudes. These assets have to be adapted in a proactive way to recent challenges of industrial transformation concerning digitalisation and global interconnectedness. In this context it is also the ‘old’ in old-industrialised regions that has to transform. Images have to be oriented towards the future, building on the present and potential strengths and innovative powers of the industrial companies. Hence, one central objective of Industrial Culture 2.0 is to strengthen both internal, as well as external perceptions and to break negative stereotypes and nostalgic references to a ‘golden past’ and replace them with new pride about the industrial presence and a potential golden future.

Remaining industrial cores are usually highly productive and function as an economic base for spin-offs, service providers, logistics companies and subcontractors. Although industrial jobs in the core business are far less than decades ago, the total value added in the region and the number of interconnected jobs is of considerable importance. A total shift towards alternative economic priorities would thus risk undermining the economic base. It is important to acknowledge these industrial activities as a core element of the regional economy and turn them into a cornerstone of regional strategies.

Only as part of a coherent concept, such places and industries can solve their specific challenges under market conditions. This is in particular visible, when it comes to satisfying the demand for highly qualified labour. Being situated outside of agglomeration areas means a stronger need to secure local workforce and knowledge in order to remain competitive. Hence, the main problem for regional and individual business development in such regions is the future labour supply. Likewise, ageing processes might result in a reduced capacity to innovate and adapt to new knowledge. Furthermore, the better the school-to-business nexus can be developed, the better chances for

recruiting young staff for the local industry in future - based on engaging and fascinating young people from early ages for industrial jobs and preventing their emigration.

A big challenge for starting measures to utilise Industrial Culture 2.0 as a means to create a new regional image is to strengthen the location clause of enterprises. Also in scientific terms, debates about corporate urban (or regional) responsibility are only in their beginnings. Industrial companies often have not yet discovered the chances of binding and attracting work force by taking on regional responsibility. In the context of corporate regional responsibility strategies, stakeholders develop close ties with each other in order to improve the local conditions for investments and production as well as to raise the general attractiveness of the region. This includes improved living, working and training conditions as well as soft measures to create positive images and internal as well as external perceptions and avoid or overcome stigmatisation. Such measures would in turn provide the ground for attracting people from outside the region as well as returnees to seek a future in local industry.

Innovative culture-based approaches can help reinforcing regional commitment of both employers and employees. Being a place-based concept - as tied to specific place-bound tangible and intangible remains and attributes of industrial production - it is a unique feature of industrial regions, often providing a link between different generations of people, linking past, present and future. Being a dynamic, socio-cultural concept, Industrial Culture 2.0 is also capable of evolving along a transforming economic environment.

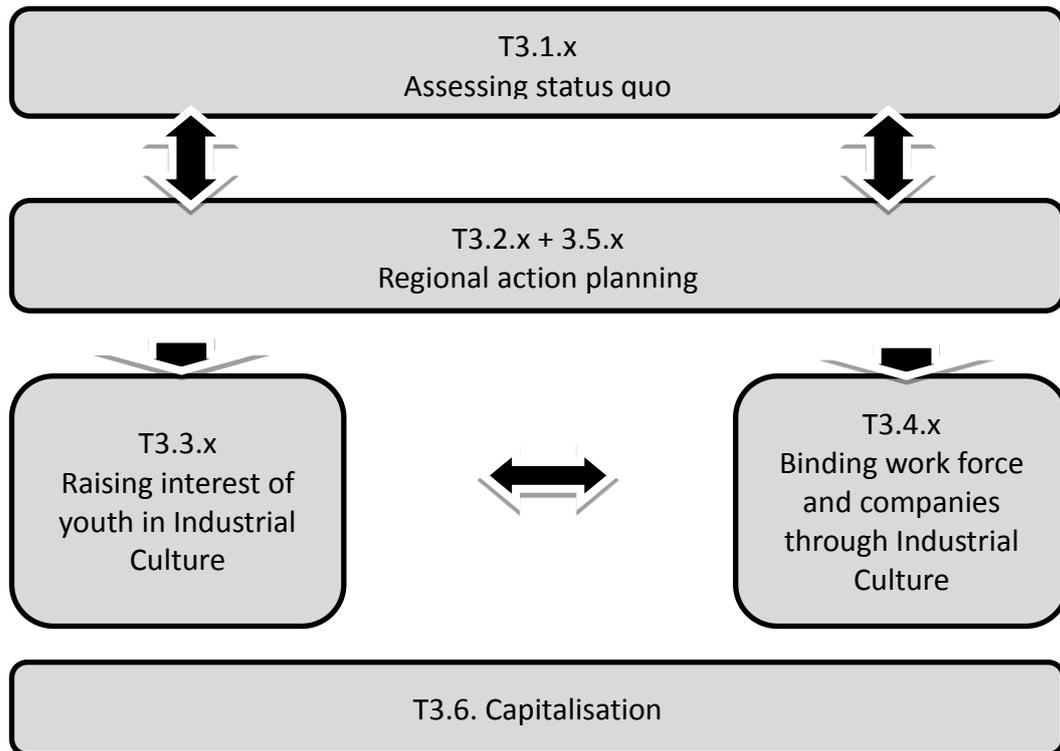
In this way, project partners in this workgroup understand Industrial Culture 2.0 as a common ground for looking for appropriate approaches and measures in order to secure labour force and create positive internal and external images of the region. In the following chapter, we present options for such approaches and measures along these two major lines: On the one hand, there is a need to think about possibilities using cultural resources, *how youth, e.g. pupils at school and vocational colleges, students at university, could be more interested in industry*. On the other hand, efforts should be undertaken to bind and (re-)attract work force in a better way, e.g. through culture-related measures in new **corporate regional responsibility** strategies which should be based upon strong networks of economic, civil society and public actors.

## 2.2 Actions of workgroup T3

This work package foresees two strands of action, which are embedded in regional, long-term strategies (see Fig. 1). One set of actions will focus on raising interest of youth in Industrial Culture and work options (T3.3.x). These actions mainly target pupils, students and graduates through new collaborations between educational staff and stakeholders in business, culture and public administration. A focus could be on educational and job initiatives raising interest in industrial jobs. It is important to link companies, museums, educational projects, bringing the topic of Industrial Culture to schools and further educational institutions. Another set of activities will test measures for attracting and binding work force as well as companies through Industrial Culture (T3.4.x).

All work package activities are laid out to connect industrial heritage and current/upcoming cultural resources. In order to achieve this, project partners will need to engage actively a wide range of stakeholders (chambers of commerce, companies, museums, universities, etc.) in their regions. As a central output of this work package the regions will have developed by the end of the project a (long-term) regional action plan on culturally influencing industrial labour market respectively company commitment, which is based on inter-regional peer review and scientific advice (T1.5.1).

Fig. 1: Structure of workgroup T3



## 3. Innovative approaches and good practice

As laid out in the previous chapter the connection between Industrial Culture, Labour force and companies is tackled in the project context of InduCult2.0 in a specific way, mainly along two sets of actions and thematic subdivisions: raising awareness of youth in Industrial Culture and binding work force with companies. In the following, the text will highlight examples from across Europe for each of these themes, underscoring the character of each of the topics and illustrating their potentials (sections 3.1.-3.2.). Additionally, it discusses in an extra section other possible fields of action through selected examples within the topic's scope but beyond the two thematic subdivisions chosen in the project (3.3.). Methodologically this is based on extensive data research, exchange of knowledge between PPs, as well as the incorporation of expertise from other European networks active in this field.

The examples in this document have been chosen because of their innovative or demonstrative character that stands in line with the general theme - not by their economic or financial success. The referred projects in this chapter 3 are therefore not to be read as evaluated "best practices", that could/should be transferred to other contexts easily, but rather as a collection of ideas that show what kind of initiatives are practicable and imaginable around the issue of 'Industrial Culture, Labour Force and Companies'.

### 3.1 Raising interest of youth in Industrial Culture

One set of actions within InduCult2.0 and its workgroup T3 focuses on raising interest of youth in Industrial Culture (T3.3x). Regarding the topic there arise questions like how young people could be motivated working in industry. Which (cultural) initiatives could promote the link between education, training, universities and industry for preventing youth unemployment? How can young people be motivated to share and co-produce a new Industrial Culture? How can negative industrial images and regional perceptions be turned into a proactive, re-invented Industrial Culture 2.0?

Generally, regional stakeholders like schools, vocational colleges, training facilities, technical colleges, universities, chambers of industry and commerce, employment agencies, cultural facilities in cooperation with the companies operating in the regions should join together to create **regional platforms, acting as networks** for increasing the regional image and fostering the regional potential under global market conditions.

**Schools, universities and other institutions of education are in charge regarding their engagement in promoting chances and prospects of industrial jobs** to young people in particular. Often teachers have not sufficient knowledge and access to industrial companies. Practical skills of the youth have to be promoted to a higher degree as in the current situation; curricula could be enlarged by such regional specifics, in particular by means of practical learning modules (such as technological or business competitions and exercises). There is further a need to inform educational institutions about the whole range of current industrial employment and career opportunities in the context of digitalisation and developing of Cyber-Physical Systems (CPS), Industry 4.0 and processes that are leading to smart factories.

**The industrial companies are responsible to increase their engagement in the recruitment of (young) talents and well-educated skilled workers.** Against the background of a high level of unemployment of youth in numerous European states, while mostly being well educated, there is a need of providing **internships and apprenticeships** as a means to facilitate young people's transition from education to work, e.g. by framing it with appropriate social-art workshops as a means of motivation. Thus, companies could attract new and diverse talents while simultaneously equipping youth with relevant labour market skills. Therefore, there have to be developed more intensified contacts with schools and vocational facilities in order to promote new kinds of career

pathways to industry in the region, to elevate the importance of primary sector to school. There are needed mechanisms to enable effective school-business partnerships that could be supported by culture-based events. The chambers have to support the companies about seeking qualified work force and offering consulting services for occupational orientation. The cooperation of companies and employment agencies is necessary to secure an appropriate recruitment of skilled labour force. Joint cultural initiatives could increase the success of such efforts.

There is a need to ***establish a network of employers willing to take on student trainees, offering internships, support graduates of industry-relevant subjects, mentor young people in training, as well as willing to participate in school projects*** and career events to keep them in or bound to their study region. Special image campaigns for innovative work options in industry could be developed as well as programmes to get in touch with local employers in industrial sectors (guided tours, open days, mentoring networks etc.). The cooperation of companies and successful start-ups in a sector-wide networking with schools, vocational facilities, and universities for promoting best employment practices could help to minimise existing barriers for career pathways in the industry and to motivate students to study academic disciplines in engineering and technology (STEM).

Within the project, WPT3 partners will mainly focus on preparing school initiatives promoting the attractive cultural and historic dimension of industrial work jointly with industrial museums and companies (PPs 1, 3, 5-9); implementing concepts for school initiatives linking companies and museums, e.g. conducting study tours, and joint open days (PPs1, 5-8). Furthermore, PPs 3, 9 will set up one stationary and one mobile interactive exhibition bringing the topic of Industrial Culture to schools.

In the European context, we can find some examples mirroring this line of activities, e.g. school initiatives promoting Industrial Culture, museums offering possibilities to youth getting in touch with industrial professional skills, industry mentoring of graduates, and public authorities contribute to the connection of companies and schools. Thus, for about 10 years the district of Zwickau has been successfully implementing The Week of Open Companies in Saxony. Especially pupils who are looking for an occupational orientation will have the chance to get in close contact with the responsible staff and can arrange job interviews in companies (<http://www.bildungsmarkt-sachsen.de/berufsorientierung/schau-rein-sachsen.php>).

In 2016, the district Oleski in Poland conducted already for the eighth time the Economic Forum "Kooperacja" that is a possibility for young pupils meeting companies, attending professional exhibitions and discussions with representatives of companies (<http://powiatoleski.pl/2042/viii-forum-ekonomiczne-kooperacja-2016.html>).

In Italy, the Chamber of Commerce keeps the Register of the Enterprises offering training experiences to high school pupils ("Alternanza Scuola-Lavoro") (<http://www.istruzione.it/alternanza/index.shtml>) and realizes the yearly "Excelsior" survey. It provides concrete support for assessing the actual needs of enterprises and their changes over time, better matching between labour supply and demand, and the definition of policies on education and professional training (<http://excelsior.unioncamere.net/eng/>).

Several museums offer workshops, lessons and other practical events for (young) participants to popularise industry-related skills complementing the school curriculum, e.g. in history, art and ecology, e.g. the museum of papermaking in Poland (<http://www.muzpap.pl/index.php/en/edukcja-5/lekcje-muzealne>), and the Ferrari museum in Italy (<https://musei.ferrari.com/en/modena/education>).

To underline the character of activities raising interest of youth, there are two examples depicted more in detail.

### 3.1.1 Example 1: Lehrlingswettbewerb Industrie 4.0 - Trainee Competition Industry 4.0

New technologies and production processes in the context of Industry 4.0 require a broad spectrum of knowledge, in particular in the fields of IT, mechatronics and electronics. Additionally, it is essential to develop the ability to apply this knowledge in an overlapping manner as well as to collaborate in teams. Starting from this assumption, the Lehrlingswettbewerb Industrie 4.0 brings together young Austrian trainees, who are working in the subject of Industry 4.0. The event is organised as a team competition, where the participants have to cope with different practical tasks (e.g. traditional drilling, milling) as well as intellectual challenges (e.g. project management, programming, networked thinking). The modular learning system makes it possible to simulate the different work steps and processes of a factory in a realistic way.

The unique event was initiated in 2016 by the industry department of the Economic Chamber of Lower Austria with support of Festo, a big company that develops innovative industrial technologies. Due to the keen interest and the big number of visitors and participants, the event will take place also in 2017.

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Weblink: <https://www.wko.at/site/Traumberuf-Industrie/Lehrlingswettbewerb/Lehrlingswettbewerb.html>

Video: <https://wko.tv/play.aspx?c=5723>

### 3.1.2 Example 2: Activities of the August Horch Museum for youth

The August Horch Museum in Zwickau is an automobile museum, which was established first in 1988 in an unused dining room of VEB Sachsenring (a former automobile manufacturer in Zwickau). At first the exhibition consisted only of 14 cars. After changes in ownership, the City of Zwickau and the automobile manufacturer Audi AG decided to move the museum to a former Audi factory and in 2004, the newly renovated museum opened with a new exhibition concept.

For children and young people the automobile industry and its regional history are brought closer through classes and hand-on workshops. Offers for different age groups are not only designed to excite young visitors for the automobile, but also for other relevant topics like natural laws and local history and develop also skills like fine motor skills and discipline. The activities are offered for the age groups 7-10, 10-12, 15-18 years and pre-school age.

In cooperation with Volkswagen Educational Institute (Volkswagen Bildungsinstitut) the museum offers for the oldest age group as job preparation a try-out-day, where jobs in the automobile industry are introduced to young people. For younger age groups more playful programmes are offered like the “researcher chamber”, where children can learn through making experiments and try out things on their own hand.

Complementary to offering exciting exhibitions the museum also has set an important goal to facilitate education and culture. The August Horch Museum shows the automobile also embedded to societal, political and economic contexts. It puts great emphasis on being connected with the region and has an important role in the cultural life of Zwickau.

The August Horch Museum is an important intermediary between the traditional automobile industry in Zwickau and the new generation of young people.

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Weblink: <http://www.horch-museum.de/startseite/1/&itemId=149>

## 3.2 Binding work force and companies through Industrial Culture

Besides the recruitment of young talents for Industrial Culture, there is a second set of activities concerning an improved *binding of work force and companies through cultural resources*. These actions take place in the sub-section “Binding work force and companies through Industrial Culture” (T3.4x).

An important framework for successful proceedings related to a new Industrial Culture 2.0 is *networking* of relevant (regional) stakeholders to develop appropriate strategies, concepts and projects to run cultural measures in a coordinated and powerful way. *Important members of such networks are chambers and companies, employment agencies and job centres, educational institutions and municipalities, as well as entrepreneurs, business associations, and trade unions*. In order to proceed successfully all the involved actors of regional networks have to operate at an equal level. This requires an environment in which equality and solution-oriented co-operation are carried out and each stakeholder contributes and at the same time gets a benefit from the cooperation. However, the number of network members depends highly on the actual project. In overarching strategy processes and image campaigns, the number of involved network partners will be higher than in single project collaborations, e.g. linked to a specific exhibition-project. A German network example at federal level - albeit not fully focussed on industrial activities - is the Work Force Alliance in which the Federal Employment Agency, the Federal Ministry of Labour and Social Affairs, the Confederation of German Trade Unions (DGB), the Association of German Chamber of Commerce and Industry (DIHK), and other institutions jointly engage for creating concepts for securing skilled labour force (<https://www.fachkraeftebuero.de/ueber-uns/arbeitskraefteallianz/>).

Industrial companies often have not yet discovered the variety of opportunities to attract work force by taking on regional responsibility. There is increasing evidence to convince companies of all sizes that up-front investment of time and resources in stakeholders relations are an essential part of doing business that will ultimately save resources as well as reputation and future outlays. The concept of Corporate Social Responsibility (CSR), understood as a management process where business entities address social and environmental concerns and integrate it in their business operations and their interactions with stakeholders on a voluntary basis, could be a valuable approach for binding work force - further advanced to business activities linked to **Corporate Regional Responsibility (CRR)**. The benefit of this concept is that interconnected stakeholders like entrepreneurs jointly look for solutions to raise the attractiveness of the region developing soft measures to create a positive image. Thus, people from outside the region as well as returnees could be motivated for a future in local industry.

As it is mentioned in the renewed European Union strategy 2011-14 for Corporate Social Responsibility enterprises can build “long-term employee, consumer and citizen trust as a basis for sustainable business models” addressing their social responsibility. The European Commission (2011) emphasized that higher levels of trust in turn help to create an environment in which enterprises can innovate and grow. Corporate Regional Responsibility would support measures to improve (hard) location factors within the region on the one hand, but also support soft measures to improve regional images and perceptions.

Companies have to think about increasing motivation of their employees, for example by offering *training courses and soft skills/ motivational activities*. Concrete (cultural) measures for binding labour force could be skills training preparing the labour force for new challenges in work, proceeding job fairs, creative job-events, e.g. social art workshops or organizing special job busses for day excursions in order to bring together pupils, students and employers of companies. Next to the transition to flexible working conditions and the internal provision of services, such measures can often be offered in collaboration with other local and regional companies.

Partners in T3 workgroup will mainly focus on developing concepts *how to motivate companies via CSR/ CRR to promote Industrial Culture to their work force* (PPs 3,6); organising *social art workshops* on an own understanding of Industrial Culture by companies and young workers (PPs 3,6); developing *job-event concepts for profile translation and matching* (PPs 6,7,9,10).

In the European context, there exist already some reference examples. Regarding securing labour force and binding labour force to industry there could be quoted the New Gliwice Education and Technology Centre in Poland. In a restored building of a former pithead building, the Gliwice School of Entrepreneurship holds the seat focusing in their activities on economic sciences, humanities and arts. A business zone for small and medium enterprises in the sector of high technologies has been established too (<https://gliwice.eu/en/invest-gliwice/new-gliwice>).

The “Kraft. Das Murtal” is an Austrian network of more than 80 enterprises of different size with the common goals to improve the manufacturing industry image of the region and increase its attractiveness as an employer, strengthen and intensify the regional networks and linkages and increase the regional responsibility of the companies. The “Kraft. Das Murtal” offers also workshops, factory tours and other events for pupils (<http://kraft.dasmurtal.at/de/index.asp>).

The German IT and Communications consulting company Materna attaches great importance to the concept of CSR. The activities include supporting next generation IT staff aiming at enabling young people to share in the company’s knowledge and experience supporting initiatives such as Girl’s Day - girls in IT professions, and the World Robot Olympiad. The enterprise is involved in supporting regional projects to help people who are socially and economically disadvantaged. Furthermore, it is supporting cultural projects in the local region ([https://www.materna.com/EN/Company/Responsibility/responsibility\\_node.html](https://www.materna.com/EN/Company/Responsibility/responsibility_node.html)).

In 2016, there was initiated the Association Industry 4.0 Austria - The Platform for Smart Production. It was established to foster collaboration among all stakeholders and facilitate new technological developments and innovations in the context of digitalisation (‘Industry 4.0’) and thereby to find sustainable solutions faced by companies, research institutions and society as a whole. The Platform considers Industry 4.0 a societal challenge that can only be addressed by collaboration of industry, science, regional and national policy makers, associations, trade unions and NGOs, and is driven by technological innovation, new business models, knowledge transfer and its widespread socially acceptable deployment and implementation. It operates as a network node between companies, public institutions, research institutes and media to share knowledge and experiences (<https://www.wko.at/branchen/w/industrie/Industrie-4-0-Industrieakademie-Veranstaltung.html>).

A successful conversion example is the C-mine in Genk, Belgium. In the buildings of the old coalmine of Winterslag, there was accommodated a creative hub. At the site, each link is continuously looking for modernisation, innovation and creation. With a university college specialised in various artistic graduation subjects, an incubator for young entrepreneurs, a cultural centre, a design centre, a cinema, C-mine expedition, etc. the C-mine mission has succeeded. Since 2010, there could be created 330 jobs in 42 companies and organisations, including around 200 jobs in the creative sector in 33 creative companies. Success stories are for example companies like Arranged, which is active in the field of liquid filtration focused on process applications in the automobile, coating and chemical industry and CroqueMadame, which specializes in media design (<http://www.c-mine.be/>).

### 3.2.1 Example 3: Conversion of the former mine Kukla

Located in the Region South Moravian (Czech Republic), the mine Kukla was originally opened in 1865 providing the coal for the local power station. After its closing in 1973, the mine was flooded and the complete building complex lost its function. The reconstruction started in 2009 as an initiative of a local company (Oslavany Engeneering) with support by the European Union. It included the rehabilitation of historic mining towers and the rebuilding of the lookout tower with a

museum. The basic philosophy was to preserve the maximum extent of historical object attributes. The project combines different business and touristic functions. One major aspect was to install an educational entrepreneurial and technical centre („Vzdělávací podnikatelsko-technické centrum Kukla”). It contains modern training facilities with a total capacity of 95 training places in eight classrooms, equipped with modern technology utensils. The centre provides various training programmes in information technology, languages and engineering as well as cultural and educational events. The space is open for internal and external lecturers. Additionally, the Kukla complex with its amusement park, its labyrinth and the coffee house became an important meeting point for local companies and an attractive place for tourists.

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Weblink: <http://www.arealkukla.cz/>

### 3.2.2 Example 4: Project 3K Kunst Kaßberg Kieselstein

The next example combines work, live, art and culture in a former industrial area. The project 3K Kunst Kaßberg Kieselstein in Chemnitz (Germany) is situated in the former industrial site Arno-Loose-Park that has been carefully transformed from a location of industry to a location for business, art and culture. A local company (Kieselstein) that produces wire-drawing and draw-peeling plants revitalized the complex in 2007 and moved to this location as the new place of business. Thus, this company bound oneself to the historical industrial site maintaining industrial activities and bearing regional responsibility (CRR).

The park contains different ateliers and workshops, where a broad spectrum of creative activities and modern handicraft takes place, such as photography, woodworking, music production, painting, theatre and ceramic art. The prices to rent an atelier are relatively low and stable. Therefore, there is enough space for non-commercial creative activities. The project follows the idea of an open space not only for the international creative artists, who are directly involved in 3K but also for the wider community and the local people. Thus, 3K provides also space for exhibitions and cultural events and became an important spot for interaction and encounter. For their engagement and the comprehensive approach, the initiators received the German culture award in 2012. Summing up, the Project 3K Kunst Kaßberg Kieselstein is a good example for binding creative, mostly younger people to an transformed industrial area based on the engagement of a local industrial company.

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Weblink: <http://www.kieselstein.de/>

### 3.2.3 Example 5: Thor - technology park in a former mine site

Thor is a modern technology park located in Belgium in the city of Genk. It was built on the former Waterschei mine site. Necessary construction and conversion works were finished in 2010. With this project, Genk hopes to successfully make the leap from a manufacturing industry towards an innovative knowledge-oriented economy. Thor is hoped to develop into a hotspot for technology and innovation and to fulfill this goal R&D activities, business and talent development are set in the centre.

Thor consists of eight infrastructure elements. The Thor Central is the centerpiece of the site and functions as business and activity centre and also hosts a mining museum. The science park offers 20 ha area for innovative, R&D-intensive enterprises and research centres. Special focus is set on research on sustainable energy with the EnergyVille and offers expertise on energy efficient buildings and intelligent networks. IncubaThor offers well-equipped offices and support services as a suitable platform for starting and developing a company and the business park high-quality offices

for technology, ICT, energy and other companies. In addition, MoThor is being developed to offer custom-made office space for small innovative manufacturing companies or knowledge-oriented companies. Thor provides with the T2 Campus also an opportunity to acquire further technical trainings for entrepreneurs, teachers, and young adults during their career and also children in education. The various opportunities in Thor are rounded off by an urban park, where the workers, but also visitors can enjoy the relaxing environment.

The strengths of Thor can be summed up with the key points of excellent and unique location in an European hotspot, concept that offers besides quality working and research space also talent development and sustainable way of thinking with emphasis on developing new green energy sources and efficient solutions.

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Weblink: <http://www.thorpark.be/en/>

### 3.3 Further Examples

The actions in the framework of the workgroup T3 are only a small compendium of possible activities that are relevant to the topic 'Industrial Culture, Labour Force and Companies'. Other thematic activities are possible and are being applied in regions across Europe. These actions were not chosen for the project, but might be used by partners in the future for activities outside the project frame.

The ongoing economic processes and structural changes affect the conditions of recruitment, career development and retirement. The employability and workability of companies' employees throughout their life-stages have to be maximised. There could be established certain career **networks to return of outmigrated work force** through specialized regional marketing measures and appropriate public relation in cooperation of enterprises, employers' associations, trade unions, chambers, public authorities, regional credit institutions, and others. Generally, the inclusion of social networks, social media increases the recruitment opportunities not only for addressing previous employees.

For example, the Re-Turn scientific project financed by the INTERREG IVB Programme and headed by the Leibniz Institute for Regional Geography (IfL) as a Lead Partner, studied the potential of returning migrants for knowledge-based regional development. With the testing of pilot measures to re-attract, re-integrate and re-employ returning migrants, the project developed a set of transferable tools and strategies for policy makers at the regional and local level. Involving actors from public administration, planning departments and labour offices in each of the case study regions, Re-Turn project team members experimented with online platforms, telephone hotlines, welcome agencies and professional trainings in order to support returning migrants' reintegration back home. (<https://www.ifl-leipzig.de/en/research/project/detail/re-turn.html>). Concerning the concept of Industrial Culture 2.0 and developing comparable actions, there should be added creative cultural measures, activities for developing positively images for being a ground that people return to region and local (industrial) companies.

Due to the changing workforce demographics in Europe, such as the ageing workforce, companies will be required to rethink the way careers are built. It is important to make use of all professional potentials. This includes an improved addressing of target groups like women. The share of women (even in management positions) must be increased and the compatibility of family and work needs to be improved. Binding labour force to companies in peripheral regions requires to a high degree **flexible solutions for a better compatibility of family and career**. In 2011, the German federal government, the Confederation of German Trade Unions (DGB), the German Chamber of Commerce and Industry (DIHK) and the German Confederation of Skilled Crafts (ZDH) signed the "Charter on Family-Oriented Working Hours". In Great Britain the network of "Workingmums" celebrate best practice of employers in smart working and advancing women in the workplace

(<https://www.workingmums.co.uk/top-employer-awards/>). Companies also have to improve occupational health care and emergency childcare facilities. There is an opportunity and a need to qualify people who have previously been disadvantaged in the labour market and to integrate them into the working life.

### 3.3.1 Example 6: Girls' Day in the Volkmer Messing- und Edelstahl-Manufaktur

The Volkmer Messing - und Edelstahl-Manufaktur is a small family-owned enterprise located in the town Rheine, which specializes in manufacturing modern custom-made products from stainless steel and brass for private or commercial use. It puts great emphasis on a family- and health-friendly organization for the employees and offers apprenticeships for young people interested in the job of a metalworker. Already since over 5 years, the company participates in the Girls' Day initiative. During the open day, the girls can experience the job of a metalworker through working under supervision of an employee on their own items, which they later can take home. In this way, the family-business also hopes to find new future employees, but also in general make the profession better-known for a wider audience.

This is only one of the many examples of companies taking part in the Girls' Day (Mädchen-Zukunftstag) initiative. The goal of this initiative is to promote technical and industrial jobs for girls from the age of 10 years already. The campaign started in Germany in 2001 and since then about 1,8 million girls have participated in job orientation days for girls of various technical and industrial companies in different locations in Germany. In 2017, there were more than 10.000 offers from various companies for an open day for girls. Girls' Day hopes to encourage girls to take up also technical studies and vocational trainings to better use the potential of well-qualified female high-school students in technical and industrial jobs, which need more and more skilled workers.

The initiative is coordinated on the national level by the Technik-Diversity-Chancengleichheit centre of excellence, with the task to find new cooperation partners. Apart from Germany, Girls' Day is also organised in 16 other European countries, but also in Asia and in Africa.

The feedback from participants and companies shows positive influence from the initiative. The participating firms range from well-known multinationals to small local family firms. Thus, the positive influence is not only for the industry, but can be also for a region because local family companies taking part in such initiatives.

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Weblinks: <https://www.girls-day.de/> , [https://www.girls-day.de/Unternehmen\\_Organisationen/Gute\\_Beispiele/Das\\_technische\\_Potenzial\\_herauskitzeln](https://www.girls-day.de/Unternehmen_Organisationen/Gute_Beispiele/Das_technische_Potenzial_herauskitzeln), <http://www.volkmer-messing.de/index.php/uerber-uns/philosophie>

## 4. Strategic Lessons

The diverse cases discussed in this document make the general deduction of strategic lessons for application in other regions seemingly difficult. Furthermore, there are still not so many vivid examples that are connected especially with the topic of binding work force and companies through Industrial Culture. Nevertheless, this paper has shown a certain variety of mentionable examples.

On the one hand, the depicted illustrations cover measures of public authorities enabling young people to get in contact with companies, activities of industry educating trainees and mentoring of graduates partly supported by public authorities, as well as offers of museums and public funding to young people popularising industry-related skills. On the other hand, the examples include activities in the framework of corporate social and regional responsibility and measures of regional networks for seeking flexible solutions for securing labour force, e.g. for a better compatibility of family and career. Furthermore, educational, entrepreneurial and technical centres have been established after the conversion of former industrial sites, and initiatives promote returning migrants as a source of innovative regional and enterprise development.

Still existing industrial activities are a core element of the regional economy. To increase the school-to-business-nexus culture-based activities could play an important role. Schools, universities and other institutions of education are in charge regarding their engagement in promoting chances and prospects of industrial jobs, for example by conducting exhibitions on industrial subjects. Otherwise, the industrial companies are responsible to increase their engagement in the recruitment of (young) talents and well-educated skilled workers, e.g. participating in creative school projects, mentoring graduates of industry-relevant subjects or supporting measures like job fairs and developing job-event concepts for profile translation and matching. Networks of interested and important regional stakeholders can increase the likelihood of a sustainable success of such activities. A big challenge for starting measures to utilise Industrial Culture 2.0 for creating a new regional image is to strengthen the location clause of enterprises. Companies have to be supported by developing activities in the context of corporate social and regional responsibility promoting Industrial Culture to their work force as means to enhance the binding of the entrepreneurs with the region and vice versa. However, at the present also in scientific terms, debates about corporate urban (or regional) responsibility are only in their beginnings.

Another challenge is the shift from successful public funded pilot cases, involving a limited number of schools, students and enterprises to a comprehensive successful system that can ensure such examples in greater scales including a greater number of companies, schools and educational institutions. There is also a necessity of stakeholder networking in order to adapt to requested skills beyond the targets of schools and universities to fulfil the requirements of Industry 4.0 and corresponding specific, technical, high profile training.

Within the InduCult2.0 project a first step towards such a long-term focus are the regional action plans in all PP regions (T3.2.2). Here the different regional pilot actions are jointly framed and set into a regional context. In the end, the preparation of regional strategy paper (T1.5.1) in each region is intended to reflect on the results of the pilot actions and map out the next steps taking place outside the project frame. Part of these strategy papers could then be included in the above-named programmes and plans in order to open up the possibilities of action in this thematic field by additional funding and political interest. This is the most challenging task of the whole approach.

## 5. Conclusion

The examples of this document highlighted some of the various approaches across Europe, which address the issue of 'Industrial Culture, Labour Force and Companies'. They focus on specific place-bound tangible and intangible remains and assets of industrial production - trying to link these remains across the timeline of past, present and future. In this way, the cases discussed here indeed show that the proactive utilisation of Industrial Culture can be seen as an important potential for future development. However, for a successful implementation of the concept of Industrial Culture 2.0 as a means for securing labour force and strengthening the regional ties of companies there is a need of an increased linking of several appropriate culture-based activities.

Industrial Culture has to be reinvented and reinterpreted - getting rid of negative images often prevailing in industrial regions. An Industrial Culture 2.0 aims to utilise this revolutionary paradigm shift and to combine it with the existing variety of both tangible and intangible heritage (buildings, traditions) in so-called old industrial regions. Thus, this concept could be a reliable and authentic common ground for an internal reference point of industrial communities.

If regional actors succeed in developing regional networks and platforms, such as in regional focus groups, for jointly developing solutions for raising interest of youth in Industrial Culture, as well as binding work force and companies through Industrial Culture the regional benefits could be higher and in a sustained manner. Efforts should be taken to bind and (re-)attract work force through culture-related measures in new corporate regional responsibility strategies based upon networks of economic, civil society and public actors.

## 6. InduCult2.0 project Background

Against this background the INTERREG project “InduCult2.0” (CE31) brings together regions with a distinct industrial past and present, situated outside major agglomeration areas in Central Europe. In recent years, all of them have undergone deep transformation processes due to automation, adaptation to globalized production patterns and the opening of markets in the former state-led economies. The long economic predominance of industrial production has brought about a particular cultural setting in the project partners’ territories. It is made up of certain skills, attitudes, traditions as well as tangible monuments and artefacts. However, these regions are usually considered culturally less attractive and they are not utilizing the existing Industrial Culture to their full development potential.

InduCult2.0, wants to revive the cultural spirit of long-standing industrial regions in Central Europe. Together with local stakeholders, partners rediscover and develop the positive elements of industrial communities. Specifically, project partners intend to:

- Promote and establish the idea of Industrial Culture in Central Europe;
- Strengthen the distinct culture of industrial regions and utilise it as location factor;
- Empower industrial regions by re-activating their pioneer spirit.

The Institute of Geography and Regional Science at the University of Graz, Austria, and the Leibniz Institute for Regional Geography in Leipzig, Germany, are academic partners and will support and reflect these activities and conduct an academic research along the project. Further partners are municipalities, district administrations and private institutions from 8 Central European countries.

In the frame of major societal and economic changes, Europe’s industrial societies have transformed into networked information societies that are increasingly based on knowledge-intensive services and creative industries. However, these developments are affecting territories in very different and uneven ways. Small and medium-sized towns in rural environments often continue to have a small industrial base, but they do not succeed in attracting the knowledge economy in the same way as large cities.

At the same time, political attention to industrial production is increasing in the aftermath of the financial crisis. In a recent communication to the EU Parliament, the EU Commission “considers that a strong industrial base will be of key importance for Europe’s economic recovery and competitiveness.” In a similar vein, national and regional governments set up strategies for reindustrialisation through the development of “Industry 4.0” and the valorisation of industrial labour.

The InduCult2.0 project is implemented by the Central Europe INTERREG B programme and co-funded by ERDF. The project run-time is from summer 2016 to summer 2019. For more information and regular project updates and results, please visit

[www.inducult.eu](http://www.inducult.eu)

[www.facebook.com/InduCult20-Living-Industrial-Culture-987296494713990/](https://www.facebook.com/InduCult20-Living-Industrial-Culture-987296494713990/)



## 7. Annex

List of good practice examples

InduCult - Subtopic	Initiative	Place	Activity	Weblink
3.3	Lehrlingswettbewerb Industrie 4.0	Lower Austria	Lehrlingswettbewerb Industrie 4.0 brings together young Austrian trainees, who are working in the subject of Industry 4.0. The event is organised as a team competition, where the participants have to cope with different practical tasks as well as intellectual challenges. The modular learning system makes it possible to simulate the different work steps and processes of a factory in a realistic way.	<a href="https://www.wko.at/site/Traumberuf-Industrie/Lehrlingswettbewerb/Lehrlingswettbewerb.html">https://www.wko.at/site/Traumberuf-Industrie/Lehrlingswettbewerb/Lehrlingswettbewerb.html</a>
3.3	“Schau rein! - Woche der offenen Unternehmen Sachsen”	District of Zwickau, Germany	For about 10 years, the district of Zwickau has been successfully implementing “The Week of Open Companies Saxony”. Especially pupils who are looking for an occupational orientation will have the chance to get in close contact with the responsible staff and can arrange job interviews in companies.	<a href="http://www.bildungsmarkt-sachsen.de/berufsorientierung/schau-rein-sachsen.php">http://www.bildungsmarkt-sachsen.de/berufsorientierung/schau-rein-sachsen.php</a>
3.3	European Heritage Days - Slovenia	Škofja Loka, Slovenia	Children of kindergarten, elementary school pupils and students, gymnasiums and forestry schools from Škofja Loka jointly studied the rich heritage textile industry in Škofja Loka.	<a href="http://www.ossklm.si/files/2016/09/vabilo-DEKD-web-2.pdf">http://www.ossklm.si/files/2016/09/vabilo-DEKD-web-2.pdf</a>
3.3	Mimprendo	Padova, Italy	Mimprendo (‘I enterprise myself’) is a project for university students. An industrial businessperson, who gives the team the task to elaborate a new project and a related business plan, supervises them. Mimprendo has become a regional competition and later a national competition.	<a href="https://www.mimprendo.it/">https://www.mimprendo.it/</a>

3.3	Platform for applied thesis	Lower Austria	The platform is an online tool to connect companies with students who are willing to write their thesis (BA, Master) in an industry-related topic.	<a href="http://www.noeindustrie.at/diplomarbeiten">http://www.noeindustrie.at/diplomarbeiten</a>
3.3	VIII ECONOMIC FORUM "KOOPERACJA 2016"	Olesno, Poland	That is a possibility for young pupils meeting companies, attending professional exhibitions and discussions with representatives of companies.	<a href="http://powiatoleski.pl/2042/viii-forum-ekonomiczne-kooperacja-2016.html">http://powiatoleski.pl/2042/viii-forum-ekonomiczne-kooperacja-2016.html</a>
3.3	Museo Casa Enzo Ferrari	Modena, Italy	The Ferrari Museum provides guided workshop for children and teens about the history of the company as well as its production processes. The educational routes are adapted to suit different ages and school programs and contain science, technology, art, history, sport and economic issues.	<a href="https://musei.ferrari.com/en/modena/education">https://musei.ferrari.com/en/modena/education</a>
3.3	Muzeum Papiernictwa	Duszniki Zdrój, Poland	The Museum of Papermaking offers workshops for all age groups to popularise topics related to paper. Not only theory but also practical activities are included in the workshops and designed as good addition to school curriculum.	<a href="http://www.muzpap.pl/index.php/en/edukcja-5/lekcje-muzealne">http://www.muzpap.pl/index.php/en/edukcja-5/lekcje-muzealne</a>
3.3	Deutsches Uhrenmuseum	Furtwangen, Germany	School groups and also adults can design and build their own clocks according to the traditions of the Black Forest clock-making tradition. Suitable levels of difficulty are offered according to age group and special thematic wishes of the groups are taken into consideration in workshop design.	<a href="http://www.deutsches-uhrenmuseum.de/fuehrungen/kinder-und-schulklassen.html">http://www.deutsches-uhrenmuseum.de/fuehrungen/kinder-und-schulklassen.html</a>
3.3	August Horch Museum Zwickau gGmbH	Zwickau, Germany	For children and young people the automobile industry and its regional history are brought closer through classes and hand-on workshops. Also possible jobs in the automobile industry are introduced to young people in cooperation with Volkswagen Educational Institute (Volkswagen Bildungsinstitut).	<a href="http://www.horch-museum.de/content/24/kinder-jugendliche/1/13/">http://www.horch-museum.de/content/24/kinder-jugendliche/1/13/</a>
3.3	Solaris Youth - and Environment Workshop	Chemnitz, Germany	The workshop offers young children practical insights into traditional handicraft (e.g. production of ropes and soaps, printing).	<a href="http://chemnitz-tourismus.de/de/veranstaltungen-erleben/tage-der-industriekultur/fruehschicht-interaktive-angebote-fuer-die-juengsten/">http://chemnitz-tourismus.de/de/veranstaltungen-erleben/tage-der-industriekultur/fruehschicht-interaktive-angebote-fuer-die-juengsten/</a>

3.3, 3.4	GaraGe	Leipzig, Germany	The VDI - GaraGe offers pupils complementary courses to school program in the fields of technology, natural sciences and economics. The centre sees itself as an innovation and start-up centre for young people. It was founded in 2000 and has yearly approximately 80.000 visitors. Amongst them are not only pupils, but people from all age groups can find offers suiting their interests. Besides workshops, camps, excursions etc. for mainly young people, there are also further training and education opportunities for teachers to get in closer contact with the practical side or to broaden their theoretical knowledge.	<a href="http://www.g-a-r-a-g-e.com/">http://www.g-a-r-a-g-e.com/</a>
3.3, 3.4	Materna	Dortmund, Germany	Corporate citizenship; staff involved in projects across the board from kindergarten to university, enabling young people to share in the knowledge and experience (Girl's Day - girls in IT professions, Technik Begeistert e.V., World Robot Olympiade, projects at universities)	<a href="https://www.materna.com/EN/Company/Responsibility/responsibility_node.html">https://www.materna.com/EN/Company/Responsibility/responsibility_node.html</a>
3.4	C-mine	Genk, Belgium	In the buildings of the old coalmine of Winterslag, there was accommodated a creative hub. There are a university college specialised in various artistic graduation subjects, an incubator for young entrepreneurs, a cultural centre, a design centre, a cinema, C-mine expedition, etc.	<a href="http://www.c-mine.be/">http://www.c-mine.be/</a>
3.4	Thor Park	Genk, Belgium	Thor is a modern technology park located in Belgium in the city of Genk. It was built on the former Waterschei mine site. Thor is hoped to develop into a hotspot for technology and innovation and to fulfill this goal R&D activities, business and talent development are set in the centre.	<a href="http://www.thorpark.be/en/">http://www.thorpark.be/en/</a>
3.4	LEADER Region Steirische Eisenstraße, Zentrum am Berg	Austria	Europe-wide research, seminar and training centre for tunnel construction and tunnel safety. The centre will strengthen the key competencies of the region and create new jobs. The constructions started in 2015.	<a href="http://www.steirische-eisenstrasse.at/machbarkeitsstudie-zentrum-am-berg/">http://www.steirische-eisenstrasse.at/machbarkeitsstudie-zentrum-am-berg/</a>
3.4	Kraft. das murtal = Kraftvolles Murtal & Murau	Austria	Network of more than 80 enterprises of different size with the common goals to improve the manufacturing industry image of the region and increase its attractiveness as an employer, strengthen and intensify the regional networks and linkages and increase the regional responsibility of the companies. The "Kraft. Das Murtal" is a platform for enterprises to connect, but offers also workshops, factory tours and other events for pupils.	<a href="http://kraft.dasmurtal.at/de/index.asp">http://kraft.dasmurtal.at/de/index.asp</a>

3.4	Museo Casa Enzo Ferrari	Italy	The Ferrari Museums offer schools of all levels and types a rich educational programme that introduces children and teens to the Ferrari Legend, its beginnings and long history.	<a href="https://musei.ferrari.com/en/modena/education">https://musei.ferrari.com/en/modena/education</a>
3.4	ABB	Different countries in Europe	ABB offers in its various locations the possibility to get information of the company through factory tours, open days or short internships. For example, in Germany pupils from already 8th grade can apply for a short internship. The children of ABB employees in Germany can also spend their holidays in the Black Forest in a company-owned house at the expenses of ABB, with many options for sports and other free time activities. This is a unique opportunity for the employees amongst other companies in Germany.	<a href="http://new.abb.com/de/karriere/einstiegsmoeglichkeiten/schueler">http://new.abb.com/de/karriere/einstiegsmoeglichkeiten/schueler</a> <a href="http://new.abb.com/de/ueberuns/nachhaltigkeit/kinderferienhaus">http://new.abb.com/de/ueberuns/nachhaltigkeit/kinderferienhaus</a>
3.4	RWE	Germany	The German energy company offers different excursions to its power plants, open pit mines and organizes also thematic hikes in the land restoration areas, where the participants search for animal traces, identify plants and learn to read the signs of nature. There is also the opportunity to visit the open pit brown coal mines free of charge, with bus connection provided by RWE and a hydropower plant, a waste-fuelled power station and a stone coal power plant.	<a href="http://www.rwe.com/web/cms/de/614900/besichtigungsmoeglichkeiten/">http://www.rwe.com/web/cms/de/614900/besichtigungsmoeglichkeiten/</a>
3.4	Kukla Complex	Oslavany, Czech Republic	The former mine complex Kukla was reconstructed in 2009 with the aim to combine different business and touristic functions. One major aspect was to install an educational entrepreneurial and technical centre, which contains modern training facilities, equipped with modern technology utensils. The centre provides various training programs in information technology, languages and engineering as well as cultural and educational events.	<a href="http://www.arealkukla.cz/">http://www.arealkukla.cz/</a>
3.4	New Gliwice Education and Technology Centre	Gliwice, Poland	The restored building of a former pithead building holds the seat of the Gliwice School of Entrepreneurship - a college focusing on economic sciences, humanities and arts. Additionally, a business zone for small and medium enterprises in the sector of high technologies has been established.	<a href="https://gliwice.eu/en/invest-gliwice/new-gliwice">https://gliwice.eu/en/invest-gliwice/new-gliwice</a>

3.4	Verein Industrie 4.0 Österreich - die Plattform für intelligente Produktion	Austria	The 2016 initiated association aims to ensure the future development and the competitiveness of the industrial production in Austria in context of Industry 4.0. It operates as a network node between companies, public institutions, research institutes and media to share knowledge and experiences.	<a href="https://www.wko.at/branchen/w/industrie/Industrie-4-0-Industrieakademie-Veranstaltung.html">https://www.wko.at/branchen/w/industrie/Industrie-4-0-Industrieakademie-Veranstaltung.html</a>
3.4	Days of Industrial Culture	Leipzig, Germany	The Days of Industrial Culture are organised by the association “Industriekultur Leipzig” with support by the local Chamber of Industry and Commerce. An important programme is the “Open factory gate” for interchanging of experiences, where visitors have the opportunity to come in touch with the production processes of local manufacturing companies (such as BMW).	<a href="http://www.industriekulturtag-leipzig.de/">http://www.industriekulturtag-leipzig.de/</a>
3.4	Drive2work	Limburg, Belgium	Drive2work is an initiative where five Limburg social entrepreneurs join forces to assist 300 former Ford employees and former employees of subcontractors in their search for a new job.	<a href="https://www.youtube.com/watch?v=-N2I7ouDKRE">https://www.youtube.com/watch?v=-N2I7ouDKRE</a>
3.4	Project 3K Kunst Kaßberg Kieselstein	Chemnitz, Germany	The project combines work and live with art and culture in an historical industrial building. It contains different ateliers and workshops, where a broad spectrum of creative activities and modern handicraft takes place, such as photography, woodworking, music production, painting, theatre and ceramic art. The project follows the idea of an open space not only for the creative artists, who are directly involved in 3K but also for the wider community and the local people.	<a href="http://www.kieselstein.de/">http://www.kieselstein.de/</a>
Additional example	Girls’ day, Volkmer Messing- und Edelstahl-Manufaktur	Rheine, Germany	Already since over 5 years, the company participates in the Girls’ Day initiative. During the open day, the girls can experience the job of a metalworker through working under supervision of an employee on their own items, which they later can take home. In this way, the family-business also hopes to find new future employees, but also in general make the profession better-known for a wider audience.	<a href="https://www.girls-day.de/">https://www.girls-day.de/</a> ; <a href="https://www.girls-day.de/Unternehmen_Organisationen/Gute_Beispiele/Das_technische_Potenzial_herauskitzeln;">https://www.girls-day.de/Unternehmen_Organisationen/Gute_Beispiele/Das_technische_Potenzial_herauskitzeln</a> ; <a href="http://www.volkmer-messing.de/index.php/uerber-uns/philosophie">http://www.volkmer-messing.de/index.php/uerber-uns/philosophie</a>

Additional example	The Escuela Taller	Úbeda, Spain	The program Escuela Taller tackles the problem of youth unemployment through the creation of jobs in the field of cultural heritage conservation and regeneration.	<a href="http://www.ubeda.es/ubeda/extranet/noticiasdetalle?al_idioma_pk=1&amp;inicio=1&amp;al_men_pk=&amp;as_ruta_men_pk=&amp;al_suscripcion=0&amp;al_not_pk=376&amp;al_tipo_pk=1">http://www.ubeda.es/ubeda/extranet/noticiasdetalle?al_idioma_pk=1&amp;inicio=1&amp;al_men_pk=&amp;as_ruta_men_pk=&amp;al_suscripcion=0&amp;al_not_pk=376&amp;al_tipo_pk=1</a>
Additional example	Kultuurikatel (Creative Hub)	Tallinn, Estonia	Located in former central power station the Tallinn Creative Hub offers working spaces for start-ups and facilities to develop new products and create prototypes, recording studio, FoodLab, various rooms for different types of events.	<a href="http://kultuurikatel.ee/">http://kultuurikatel.ee/</a>
Additional example	Manufaktura	Łódź, Poland	A former textile industry building on a 270.000m2 surface which now is a shopping mall, restaurant complex and cultural centre with art, science and industry museum.	<a href="http://www.manufaktura.com/">http://www.manufaktura.com/</a> <a href="https://en.wikipedia.org/wiki/Manufaktura">https://en.wikipedia.org/wiki/Manufaktura</a>
Additional example	Vas Paper Mill	Vas, Italy	Developing a former paper mill as a location for an integrated platform for public and private persons to conduct cultural activities	<a href="http://www.dolomiticontemporanee.net/DCe2013/?cat=154">http://www.dolomiticontemporanee.net/DCe2013/?cat=154</a>
Additional example	Centre for durable building (CEDUBO), ZLDR Luchtfabriek	Heusden-Zolder, Belgium	The Center for Sustainable Building (near CeDuBo) is an information and coordination center located in the former bathroom at the Heusden-Zolder mining site. From this unique location, CeDuBo works throughout Belgium for sustainable building and quality maintenance of buildings.	<a href="http://toerisme.heusden-zolder.be/product.aspx?id=1670">http://toerisme.heusden-zolder.be/product.aspx?id=1670</a> ; <a href="http://toerisme.heusden-zolder.be/product.aspx?id=4488">http://toerisme.heusden-zolder.be/product.aspx?id=4488</a>
Additional example	Acta Vista	Marseille, France	The Acta Vista association is specialized in restoring and enhancing national heritage buildings in south-eastern France and uses its know-how to train disadvantaged people and foster their professional integration. The association provides social assistance, helps with finding work and gives professional technical trainings.	<a href="http://www.actavista.fr/">http://www.actavista.fr/</a>