How to boost Arts & ICT

ACTION PLAN SERIES

Eindhoven/Noord-Brabant
The Netherlands

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GENERAL INFORMATION

ACTION PLAN

From Art Projects to Societal Impact: A validation tool

PARTNER ORGANISATION
BALTAN LABORATORIES

COUNTRY
THE NETHERLANDS

NUTS2 REGION
NOORD-BRABANT

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EXECUTIVE SUMMARY

During the last decade, there has been an increasing recognition of the importance of artistic and creative processes as catalysts for innovation, something particularly noted in Information and Communication Technologies (ICT) that intersect in many fields with artistic processes. However, as stressed by the Digital Agenda for Europe, Europe continues to "under-use the creativity of SMEs". To tackle this, in 2016 the EC launched 'STARTS' initiative (Science, Technology and the ARTS) under Horizon 2020.

In the coalition agreement of the Municipality of Eindhoven, the ambition is stated that Eindhoven is developing towards a 'smart society': a city that takes advantage of the power of technology, ICT, and art & design for the benefit of its residents. A city that actively opens up as an experimental playground for companies and knowledge institutes, with the aim of strengthening well-being, jobs and sustainability. In this context where societal relevance and adaptiveness need to come together, collaborations between artists and ICT SMEs can play a crucial role.

BALTANS VISION ON ARTS AND ICT

Within the collaborative ecosystem in Eindhoven, Baltan Laboratories does not see Art & ICT as bringing together two completely separate sectors, but as a separate domain in itself in which various stakeholders strengthen and expand their cooperation and to which new stakeholders are invited to join, across the multiple helixes, regardless of their field of expertise. Over the years, Baltan has developed its own and specific approach as a key enabler in this context. For Baltan it is about content-driven, artistic-social new combinations of art, science, and technology collaborations. Baltan aims towards fundamentally new ways of organizing our society as well as the products and services within. Its activities concern practice-oriented and alternative research around societally relevant themes, as well as future-oriented research for the development of alternative scenarios and prototypes.

Until now, this way of working – that is fundamental and forward-looking and feeds into all of the more applied design and

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technology developments - has been insufficiently recognized as an important foundation for the TDK (technology, design, knowledge) policy of the Eindhoven municipality. The prototype toolkit we have developed can ensure that these new and often hardly visible developments and trends are made visible so that they can eventually serve as the basis for new applications and developments in policy and implementation.

NEED OF THE EINDHOVEN REGION

The profile of the Eindhoven region is based on several elements: the presence of high-tech companies and the associated expat community; the existence of a large art&design community; the leading Technical University TU/e; Brainport and other places where tech, design and arts work together; and the TDK profile (technology, design, knowledge) adopted by the city of Eindhoven. The Design District - under development in the fields of art, design, and their implementation in Eindhoven - is in the current policy ambitions considered an important expression of this profile.

The municipality of Eindhoven is looking for ways to make its creative and innovative profile more visible in the city, in the town centre and beyond, and thereby strengthen its national appearance. How can existing design and art projects be involved in this? How can the artistic mentality of professionals working in the creative industry be used for area development and placemaking, for example in the city centre? And not just for decorative purposes but to provide the city a substantive shape for a longer period.

Up to now it seems that an innovation chain has developed in the Eindhoven region aimed at technological development, but in the field of art/design and ICT/technology and social issues there is no such elaborated chain. In practice, we see many organizations engaged in this field, many ideas and projects are born, but many get stuck in the conceptual phase or as a first prototype. At the same time – and because of the absence of a clear value chain to bring concepts to maturity - there are stakeholders on the other side of the spectrum eagerly waiting for new and disruptive ideas.

There is need for an infrastructure in which a good and shared assessment takes place of the phase in which these projects are (e.g. fundamental research, concept development, testing, market development and market introduction) and in which a shared assessment of the correct guidance takes place per phase and type of project. An important part of such an environment is the sharing and

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safeguarding of the knowledge acquired, because that is precisely what makes Eindhoven distinctive compared to other cities and regions.

Our conclusion – the outcome of systematic interactions with our local stakeholders - is that the Eindhoven region needs a shared framework to make a good estimate of the phase in which ideas and projects are, what is needed to move forward to offer the right support, which projects are almost ready to enter the market and which projects can be characteristic of strengthening and propagating the TDK profile.
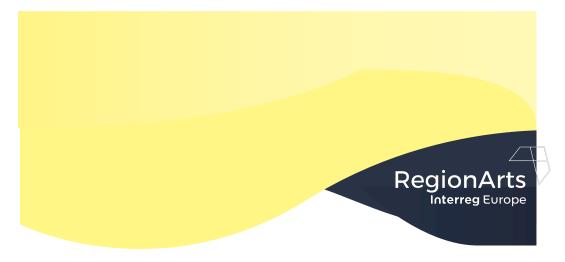
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PROPOSED ACTION

The primary part of the proposed framework is a validation tool that is inspired by the Technology Readiness Level (TRL) scheme (originally coined by NASA). By adjusting the terms from this scheme to our needs, a validation tool is created for a variety of ideas and projects in the fields of art, design, technology, and societal issues. This tool foremost intends to initiate a constructive (learning) dialogue about the (further) development of a project between various stakeholders, such as the artist/maker(s), intermediaries/financers, and policymakers. From their conversation, a joint picture emerges of the level on which the project is currently located and the possibilities to further mature it towards one or more final goals (when appropriate and relevant). This joint image provides validation for the projects and clarity on the possibilities for generating future impact.

Our policy action aims for the implementation of this validation tool into the TDK-policy of Eindhoven. We divide the policy action into three actions. In the first action we introduce the tool into the field with the aim of validating the tool and of reaching acceptance of the tool. In the second action we implement a new mapping of the value chain (and its gaps)

in synchrony with the validation tool. In the third action we help the city to integrate the validation tool into their new Design Policy. When the organizations active in this field are willing to use the tool, it makes it easier to get the city of Eindhoven to integrate the tool into its policy. In this way we achieve a bottom-up acceptance of the tool, instead of dropping a tool top-down in the field. The mapping will thereby help to effectively steer the policy instrument towards the observed gaps in the support chain.

Although not part of the action plan, we also sketch our vision for the future of the tool after phase one and two have ended. In this vision a place is developed, preferably within higher education and in a wider geographical area (e.g. on EU-level), in which the experience and knowledge gained through the use of the tool, both in practice and in policy, is collected, safeguarded, developed and disseminated. Because, looking at TRL schemes which have been adopted by almost the entire high-tech and start-up sector, we see potential for future versions of our tool to be of value for the entire CCI sector.

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SUPPORT LETTER

RegionArts
Interreg Europe

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Subject: Interreg Europe Project PGI05301: Endorsement Letter Action Plan

Dear Sir / Madam,

On behalf of the Municipality of Eindhoven, I herewith confirm that phase 1 (June 2018 – May 2021) of the project "RegionArts: Enhancing SME growth by the integration of Artists in ICT projects" has been successfully carried out in the Eindhoven region.

I would like to express my support to Baltan Laboratories and my approval of the developed Action Plan. The Municipality of Eindhoven intents to further explore the possibility for implementing the validation tool that is developed within the RegionArts project, in the Technology, Design and Knowledge (TDK)-policy of Eindhoven.

The Municipality of Eindhoven recognizes the significance of RegionArts in the promotion of synergies between European regions and in the development of the action plan which demonstrates a realistic approach to improve SME competitiveness in the Eindhoven region.

Sincerely yours,

S. Koster-Hendriks

Municipality Eindhoven

POLICY
CONTEXT

During the last decade, there has been an increasing recognition of the importance of artistic and creative processes as catalysts for innovation, something particularly noted in Information and Communication Technologies (ICT) that intersect in many fields with artistic processes. However, as stressed by the Digital Agenda for Europe, Europe continues to "under-use the creativity of SMEs". To tackle this, in 2016 the EC launched 'STARTS' initiative (Science, Technology and the ARTS) under Horizon 2020.

RegionArts partners are convinced of the need of integrating arts in ICT for SME innovation and competitiveness. As regional authorities, business development agencies and creative clusters, they have been working on promoting these crossovers for the last years. But it is not an easy task. Most policies available are conceived for an information and knowledge age (even for an industrial age) that is no longer predominant. Support offer is still fragmented. Public support programmes are too rigid and there is a lack of occasions for collaboration and outreach. There is also a need for a common language: existing initiatives often start from the creative sector and reach out to ICT, or vice versa, i.e. both parties are not involved as equal partners.

In the context where societal relevance and adaptiveness need to come together, collaborations between artists and ICT SME's can play a crucial role. Historically a city of technology (Philips), Eindhoven's fingerprint in Creativity and Design became more apparent in the last decade. The multitude of abandoned industrial sites gave rise to a unique creative community of artists, makers, and designers. Recently also a large ICT start-up community arose. There is a number of organisations which are active in the realm of arts, technology and societal impact. But there is still a gap between the technological

innovation roadmap and support structures and the artist and ICT roadmap and support structures. RegionArts and the resulting action plan will make the involvement of artistic actors, ICT start-ups and SMEs more pronounced in the city's agenda which has a large emphasis on the combination of Technology, Design and Knowledge, the so-called TDK-profile of Eindhoven.

Collaborations between Art and ICT (industry) is in the DNA of Baltan, as for example Baltan's Hack the Body Program (www.hackthebody.nl), the Brainwave Wedding project (video: www.vimeo.com/321958426) and Fabricating Alternatives (www.fabalternatives.design). Baltan Laboratories' team includes experts with an artistic background and international cultural network, as well as a network of external experts, some of whom have been involved with Baltan for years, that have a background in technology and science and a vast network in relevant industries.

Watch Baltan's video on the RegionArts project in the context of Eindhoven, including an example of an arts/ict project: www.vimeo.com/434997513.

Policy context

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Baltan is co-founder of the Creative Ring, a European network of ecosystems that boost the collaboration between a.o. artists and (technological) industry. In Eindhoven, Baltan is in strategic dialogue with the key institutional players in the domains of culture, industry, design, government, and education. Thanks to this combination of practical expertise, international network, and local strategic embedding, Baltan is ideally positioned to translate its learnings into an actionable strategy on the collaborations between Artists and ICT SME's.

In the coalition agreement of the Municipality of Eindhoven, the ambition is stated that Eindhoven is developing towards a 'smart society': a city that takes advantage of the power of technology, ICT, and art & design for the benefit of its residents. A city that actively opens up as an experimental playground for companies and knowledge institutes, with the aim of strengthening well-being, jobs and sustainability. Lighting, energy, mobility, public space and the organization of healthcare, education and culture have been appointed as specific target areas.

This 'smart society' approach has since then not been abandoned, but the term has, as well as the specific policy targets that were assigned to it. When a new regime of aldermen came to power in the city of Eindhoven the explicit 'smart city' approach has been shifting to another catalogue of ideas which until now has not been formalized into an explicit new policy. Rather, the philosophy behind the smart society approach, has been adopted and integrated within several other policies. As a result, our aim could no longer be to include a chapter "Culture for a smart society" into the "Smart society policy" since this policy document is no longer in place. Following the policy developments and progressive insights, we therefore aim at one of the most relevant policy instruments that are now in place and that have the philosophy of the initial 'smart society' goals strongly embedded within.

More specifically, we now look at parts of the Regio Deal Brainport Eindhoven, a joint €370M investment of the national government and the region, focused on enhancing broad prosperity

– liveability, business climate and economic strength. The project focusses on three pillars: (1) distinctive level of amenities, (2) attraction and retention of talent (at all levels of education) and (3) innovations that have social impact. As is stated on the program website: 'We are building the region we are envisioning based on the three pillars. A region that is innovative, state-of-the-art, leading and above all, a region you want to be part of.' The project 'Eindhoven Design District', which is our main target within RegionArts, is part of the first pillar of the Regio Deal Brainport – distinctive level of amenities. The project aims to strengthen Eindhoven's identity as a city of Technology, Design and Knowledge. Eindhoven wants to show the world the value of design and technology for living together in a durable, smart, and convenient manner. The region wants to select an area as 'Eindhoven Design District'. The aim is twofold: (1) to justify the claim to be the world capital of design (and technology) and show it in public space, (2) in addition the aim is to experiment with new solutions, driven by design and technology. Supporting evidence comes from a NESTA-report called The Fusion Effect from 2016 (https://www.nesta.org.uk/blog/the-fusion-effect-how-firms-gain-from-combining-arts-and-science-skills/). This report states that firms in the UK that combine arts and science skills grow faster and are more innovative than firms that only hire people with science skills.

Another relevant policy development for RegionArts is that during 2021 a new Design Vision is being developed by and for the city, which will take a combination of Technology, Design and Knowledge as its compass.

This Action Plan aims to impact the Design District Eindhoven (Regiodeal project) and the Design Vision of the City of Eindhoven that is about to be developed.

LEARNING FROM GOOD PRACTICES

The elements in our action plan are not a copy-paste or compilation of policy instruments we have observed during the Exchanges of Experience with the other consortium partners. Rather, we took inspiration from those policy instruments and best practices and combined some of their underlying principles and mechanisms with the learnings from our Local Stakeholder Groups to arrive at actions that would best fit our specific context. As such, we have learned from all partners and their good practices, but we chose five good practices that provided a special inspiration to us.

1. Call for Innovation with the Creative Industries in Flanders (Exchange of Experience #5: Brussels)

The Call for Innovation with the Creative Industries (CICI) was an open call set up by Flanders DC and IWT.

In CICI companies and research organisations that wanted to collaborate with the creative industries on co-creating an innovative product, service, artwork, performance, or study could apply for a grant up to €50.000. This grant was to be used to pay the creative or creative company. Applications were analysed by a jury which could only attribute a grant to approx. 40% of the applications due to the high interest in the call. Each project was guided by a process facilitator who managed the collaboration between two or more partners coming from completely different domains.

The reason to initiate CICI was the challenge Flanders DC and IWT faced to convince companies to collaborate with creative industries on innovation projects. Both believed such collaboration could be beneficial to companies to create a key differentiator with competitors: the players of the creative industries are often leading in applying new technologies (especially in ICT), they were amongst the first to be confronted with new online business models, and creatives have the ability to look with fresh and different eyes and the ability to come up with new, creative solutions or ideas. On the other hand, it would give actors from the creative industries the chance to broaden their network and market, and to get access to technology or research insights they would not have on their own. CICI had to provide enough good practice cases to be used to convince companies to invest in such collaboration.

Learning points:
• This initiative is a good example of stimulating demand for new and innovative collaborations between the creative industries and other sectors. Unfortunately, the project has ended.
• With the incentive of the grant and the guidance by process facilitators the call was able to convince over 100 applicant companies/ organisations to explore such collaboration. So, the call on its own already created much more interest in the co-creation process. The 32 selected cases were later used in communication about the cross-fertilisation potential.
• This example shows it takes a long-term

Learning from good practices

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effort to convince more traditional industries to collaborate fruitfully with artists and creatives.

Translation into our actions:
• The successes of the CICI call convinced us that there is a lot of value in maturing the support infrastructure that can help to bring creative and conceptual projects to maturity that emerge from a cross-disciplinary approach.
o In our specific context, we see no opening to implement financial incentives such as the €50k vouchers from CICI. In our context, we feel (and more importantly: policy makers are convinced) that the necessary ingredients such as access to financing and support are already available. So rather than lobby for more support, it is in the Eindhoven context much more effective to aim for reorganising of what is already in place into a better support system.

2. The Porto Design Factory (PDF) activities to transfer knowledge from universities into the business sector (Exchange of Experience #3: Porto)

PDF intends to implement an experimental system of knowledge transfer based on co-creation, co-development and acceleration of innovative products and services, oriented towards interdisciplinary work, applied research and collaboration multidisciplinary approach, meeting business challenges in terms of product innovation, with emphasis on the intersection between symbolism (creativity), synthetic knowledge (technology and engineering) and the market, to foster innovation and product differentiation based on design.

The PDF project is thus a catalyst for a culture of experimental innovation based on "passion-based co-creation", aiming to foster a culture of development and technology transfer, in full partnership with companies, where the focus is the development of an interdisciplinary entrepreneurial culture, through a coherent scientific project, which enables the reinforcement of technology transfer to the business sector and the creation of high added value in the design-based consumer goods sectors.

Learning points:
• Working with universities and other higher education institutes in co-creation on business opportunities is a special learning point. It is not easy to develop longer-term cooperation with higher education institutes since many focus on technology innovation only and are not very open to working with artist-led innovation. But it reminds us that we should keep looking for such fruitful cooperation models.

Translation into our actions:
• The PDF case confirmed that it is vital to keep educational institutes closely involved, even when the main effect we want to achieve is in the professional sector. We therefore see Fontys University College as an important member of our local stakeholders group and – with the workshops in our first action – also target students and teachers to get acquainted with our validation tool.
• The other confirmation we got from this example is that PDF has been proving its value through "show, not tell". Meaning that with their initiative, same as with our validation tool, they fulfil a need that was previously undetected (or unidentified) by some of its current beneficiaries. In other words: same as the university at first was rather apprehensive towards the experimental nature of PDF, some of the stakeholders in the sector might initially be hesitant towards our validation tool. And that is why our action of creating acceptance is so important.

3. Lapland micro-enterprises growth network (Exchange of Experience #5: Brussels)

The main objective of the project is to develop in Lapland a joint trial-based growth network for micro-enterprises, research development and education operators. It complements and supports existing business services. The trial-based growth and export activity effectively reduces barriers to growth.

The goal has been to gather growth and export experiment groups consisted of micro-enterprises (30 at Rovaniemi area + 30 at Kemi–Tornio area) to design and influence of the pilot sub-regions RDE activities. Groups meet monthly directly in the

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micro-enterprises (2 groups / month) or additionally at other interesting or more convenient locations. Business practices will be renewed in the interface so that they are able to better consider the special features of the enterprises.

Learning points:
• The approach in this project reminds of the advantages of setting up networks of artists, ICT-companies and research which meet at regular intervals.

Translation into our actions:
• It inspires to renew our efforts to form networks of artists, ICT-makers, and researchers to strengthen their position and to jointly grow in expertise by organizing frequent interaction.

4. Incredibol! is a wide-ranging support path in Bologna to help cultural and creative start-ups to become businesses (Exchange of Experience #1 – Bologna)

Incredibol! helps cultural and creative start-ups and professionals in developing their business ideas through a tested support path:
- a yearly call for proposals to access grants and boost their activities.
- unused spaces owned by the Municipality granted for free for 4 years to the winners of the call (enhancing urban regeneration through creativity).
- consultancy services offered by project partners (e.g. business plan, IP rights etc.).
- sector-specific opportunities and internationalization activities communicated daily through the official website and the dedicated Facebook page.

Incredibol! is committed to enhancing the business-like dimension of CCIs.

During the EoE, two specific cases triggered our attention. The first one was a documentary maker who made a docufilm about CERN in Geneva. Thanks to Incredibol, she was able to have her documentary subtitled and distributed across various countries. We were pleasantly surprised that a "start-up" accelerator supported this type of entrepreneurship, since, in our own context, a

"start-up" is more narrowly defined as "a company that as quickly as possible wants to become the next Unicorn such as Facebook and Uber".
The second case was an art project that developed automatic sliding doors that, thanks to integrated face-recognition technology, only opened when you smiled. One of the reactions from the audience was: "Brilliant! You have to sell this to sliding-door manufacturers." While not entirely impossible or wrong, it became clear to us that there is this gap of perception of what the true value of these art projects could be. For people that are mostly operating in the "commercial realm", this direct connection between art projects and final implementation feels logical. For people more embedded in artistic research, it is however clear that the concept of the artwork of the sliding doors is just one manifestation of a much deeper meaning that could be used in myriad of different sectors and products.

Learning points:
• The comprehensive approach by access to grants, occupying rent-free unused spaces, consultancy on different business domains and active communication of opportunities and calls showed us perfectly what can happen if you put the value chain for conceptual and artistic projects in place (and not just for technology R&D as is the case in Eindhoven).
• Extending the concept of start-ups to cultural and artistic ideas and concepts.
• Observation of the "gap" in understanding of the true potential of conceptual projects and artistic research.

Translation into our actions:
• It confirms us in our belief that a mapping is needed based on the value chain insights we can get from our validation tool in order to better organize the support chain for conceptual and artistic projects in Eindhoven. And to treat these projects as equally valuable as the more narrowly defined start-ups.
• It convinced us that we had to put both worlds of thinking and perception into one tool, to create a common framework to steer the dialogue about potential implementations.

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5.   AFTER Futuri Digitali Festival (Exchange of Experience #1 – Bologna)

AFTER is a festival organized in the framework of the Digital Agenda of the Emilia-Romagna Region - the main programming instrument of local and regional institutions for IT - aimed at spreading opportunities arising from the digital age to all people through a wide range of actions. Data show that access to information technology varies deeply depending on gender, age, and education. Through a series of initiatives, such as AFTER, the Emilia-Romagna intends to close these gaps: indeed, the festival specifically addresses citizens who can take part in thematic workshops, conferences, and events. Active participation is the watchword of this activity.

Learning points:
•   The interesting feature of this festival is that it explicitly links with citizens, looking for their active participation
•   We should more actively look for ways to engage citizens in our projects and presentations to see how we can make them more relevant for them.

Translation into our actions:
These insights gave us the confirmation that it would be very beneficial to partner with Design District for the first implementation of our tool. By means of collaborating with Design District, the toolkit would immediately get a window towards citizens and the public.

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PROPOSAL VALIDATION TOOL

The Best Practice **Incredibol!** has been a big inspiration. Incredibol extends the concept of start-ups to cultural and artistic ideas and concepts. In contrast to the narrower definition we find in our regions that restricts a start-up to a high-tech company aiming to become the next Unicorn. The wider definition inspired us to develop a validation tool specifically targeted at artistic and concept-driven arts and ICT projects, similar to validation tools that are used within a more traditional start-up context. The scheme we developed, called the Validation Tool, is the core of this Action Plan.

For inspiration we looked at the existing Technology Readiness Level (TRL) scheme (developed by NASA https://www.nasa.gov/directorates/heo/scan/engineering/technology/txt_accordion1.html), which has been altered within the WEAR/Sustain-project, funded by the EU (https://legacy.wearsustain.eu/open-calls/frequently-asked-questions/, in order to be more suitable for design projects).

The validation tool consists of two parts and a supporting analysis.

1.   By adjusting the terms from the TRL-scheme to our needs, a validation tool is created for a variety of ideas and projects in the fields of art, design, technology, and social issues. The tool also provides a financial development route: from initial (artistic/public) revenue streams to the development of a business model validated by external parties and stakeholders. This route helps the user to develop a clear plan and to figure out at each level what is needed for the next one.

2.   This tool foremost intends to initiate a constructive (learning) dialogue about the (further) development of a project between various stakeholders, such as the artist/maker(s), intermediaries/financiers, and policymakers. The implementation version of the tool includes a document that proposes questions for each of the nine levels from each of the three perspectives of stakeholders who initiate the conversation. From the conversation a joint picture emerges of the level on which the project is currently located and the possibilities for both the next level and for a final goal, when needed. This joint image provides

validation for the projects and clarity on the possibilities for future impact.

3.   The supporting analysis is a mapping study that maps the existing actors and organisations along the levels of the TRL-schema. This enables policy makers, intermediaries and artists/makers to find the actors that best suits their purpose and next step.

This is the TRL-scheme as it is developed until now.

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Proposal validation tool

VALIDATION TOOL

Fase I: Artistic research				The wormhole	Fase II: Go to market / application				
Concepting	Artistic development				Product development				Manufacturing
1a	1b	1c	1d	W	2a	2b	2c	2d	2e
Initial idea. Sketches of artistic concept and technical feasiblity.	Conducting (artistic) experiments and technical iterations to refine concept.	Working prototype. Allows for interaction with a test audience in a controlled or private setting.	Production of the artwork and presentation in public context.		Idea, sketch or initial prototype recognized by 'receiving' party (e.g. potential final beneficiary) as valuable product or service for given domain.	Working version of prototype demonstrated and tested as product or service in relevant environment.	"Minimal viable product": next version of prototype tested in operational environment	Product or service meets requirements for production at desired quality and quantity and deployment in operational environment.	Product or service can be duplicated / manufactured / scaled (incl. its value generation)

Figure 1: Validation tool. Please see Attachment 1 for a more detailed overview of the validation tool including the financial development route.

Results of the use of the tool

The use of a joint tool by both the municipality and a large part of the organizations from the existing mapping results in:

• More projects which can grow, due to a better understanding of: the possibilities and the risks in their current level; what is needed to take the next step; and where required knowledge and experience is located to guide that next step.
• An increasing amount of projects, thanks to the guiding context that takes into account the various levels which potentially lead to a more diverse supply of products and services, consequently making the efforts of the municipality and others more effective.
• A clearer picture for new projects and project owners on what is needed and where the bottlenecks lie (for example when transitioning from one level to another)
• An overview of the projects that are in development in the region, their status quo at and what contribution they bring to strengthening the TDK profile
• The development of a knowledge cluster around Arts and ICT projects contributes to the profile of the Eindhoven region as an expert in this field and as a thought leader of innovation. This may lead to the export of the acquired expertise.

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POLICY
ACTION

Our policy action aims for the implementation of this validation tool into the Design District Eindhoven and the future Design Vision of Eindhoven. This requires three actions:

• Within the Action Plan we describe in Action 1 how the tool will be further tested, developed and published.
• Within Action 2 the different steps are outlined to develop the supporting Maps-analysis.
• In Action 3 the steps to integrate the tool into the policy of the municipality are enumerated.

In the first action we introduce the tool into the field with the aim of experimenting with the tool and use this experience to update the tool, validate it and publish both parts of the tool: the scheme and the dialogue document. By involving the organizations active in this field during the try-out and experimental phase, we achieve a bottom-up acceptance of the tool, instead of enforcing a top-down approach on the field.

The second action is to produce a new mapping of the ecosystem of actors in the region which are involved in this domain. The mapping will be according to the levels of the tool: who is active on what level of the tool. That provides insight to three target groups: policymakers, CCI-organisations, and artists/makers.

In the third action we aim to integrate the tool into the policy of the municipality and to develop a plan for an ecosystem which supports further use and development of the tool.

Although not part of the action plan, we also sketch our vision for the future of the tool after the Action Plan has ended. In this vision a place is developed, preferably within higher education and in a wider geographical area (e.g. on EU-level), in which the experience and knowledge gained through the use of the tool, both in practice and in policy, is collected, safeguarded, developed and disseminated.

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Policy action

ACTION

EXPERIMENTING WITH THE TOOL AND VALIDATE

Goal: to develop the tool and the dialogue document into a validated tool

Activities:

•   Activity 1: workshops: try out and experimentations with the field
Try out and experiment with the tool in cooperation with different partners (artists and organisations) from the field of Arts&ICT by organizing several workshops to collect feedback on the usefulness of the tool.

•   Activity 2: workshops: try out and experiment with policy partners
Try out the tool with policy partners, including the municipality and its arms-length organisations within the cultural and creative sector, such as the Cultuur Eindhoven foundation and other organizations from the network. The rationale behind the tool will be introduced and the try-outs will function as a way to experience the tool from their own perspective as policymakers and intermediaries.

•   Activity 3 Update and validate the tool
The feedback of activity 1 and 2 is used to update the tool, both the scheme and the dialogue document. In a validation workshop with partners from different levels (artists, organisations, intermediaries and policymaking) the updated tool is presented to collect their comments and to test the acceptance of the tool.

•   Activity 4 Developing and publishing the interactive toolkit
Both parts of the tool are designed to be developed into an interactive web-tool that is accessible for all intended users. This involves graphic and user design to go through the different steps of the tool and store the answers of users. The interactive toolkit is presented to all partners and made public.

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Action 1

RegionArts
Interreg Europe

THE BACKGROUND

In the section Learning from Good Practices (p. 13) we've elaborated on the Good Practices that were of inspiration for this Action Plan. In this section we want to elaborate on the specific parts of these Good Practices that were of inspiration for the development of Action 1: Experimenting with the tool and validate with the tool and validate.

Before diving into the specific phases of experimenting and validating the Tool we want to point out that for the development of the Validation Tool, the Best Practice Incredibol! has been of great inspiration. As part of the presentation of the program, several projects that participated in Incredibol! presented their journey during one of the Exchange of Experience events. One example that was striking to us, was an art project that developed sliding doors that, thanks to integrated face-recognition technology, only opened when you smiled. One of the reactions from the audience was: "Brilliant! You have to sell this to sliding-door manufacturers." While not entirely impossible or wrong, it became clear to us that there is this gap of perception of what the true value of these art projects could be. For people that are mostly operating in the "commercial realm", this direct connection between art projects and final implementation feels logical. For people more embedded in artistic research, it is however clear that the concept of the artwork of the sliding doors is just one manifestation of a much deeper meaning that could be used in myriad of different sectors and products.

This experience taught us that the language of artistic and commercial sectors is very different. From an artistic perspective we would never consider a scale-up of 'smiling doors' as the most valuable asset of the project. In fact, the methodology and execution, the philosophy behind it, the way people are 'nudged' to be kinder and more open in a playful way, would be the main value to take into consideration from an artistic perspective. However, this obviously does not mean that there aren't other ways in which a project can further develop, scaling up the production of smiling doors being one of them.

We see the same issue in the Eindhoven region: there is no shared language, or shared framework for different sectors to look at the development and value of artistic- and concept driven arts and ict projects. Developing such a framework could enable different sectors in Eindhoven to enter a productive dialogue with concept- and artistic-driven arts and ict projects. Furthermore, such a framework could support the development of a support chain that supports concept- and artistic-driven in their development towards implementation outside of a strictly artistic or cultural context.

The **Lapland micro-enterprises growth network** inspired us to build a network of artists, creative makers, (ICT)companies and research through a series of experiments and workshops (phase 1 and 2). It reminded us of the strength of a growing network. Consequently, we aim to build

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such a network through a series of experiments and workshops to further develop and test the validation tool together with the network.

DC Flanders **Call for Innovation with the Creative Industries (CICI)** looks at ways to convince companies to collaborate with creative industries. This showed that, instead of approaching collaborations from the 'asking' side of the creative industries, we should focus more on the 'demand' side from companies. It showed us the importance to focus also on businesses, companies, other partners in the development of the tool, and to include them in the development of the Validation Tool (Action 3).

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The background

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PLAYERS INVOLVED

Baltan Laboratories: initiating workshop(s) about the validation tool and disseminating the validation tool

Municipality Eindhoven: join workshop(s) about the validation tool

Stichting Cultuur Eindhoven: join workshop(s) about the validation tool

Local stakeholders: join workshop(s) about the validation tool and essentially implementing it as part of their organisation.

Design District: join workshop(s) about the validation tool. Incorporating the workshop(s) as part of the program and implementing the tool in the program.

Dutch Design Foundation / Dutch Design Week: join workshop(s) about the validation tool and essentially implementing it as part of their organisation.

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TIMEFRAME, COSTS and FUNDING SOURCES

Within activity 1 and 2 we engage relevant partners within the regional ecosystem into using the tool by organizing workshops with their staff and members (when applicable). By acquainting them with the tool we spread the use of the tool and therewith help develop a common language when discussing the projects within their portfolio. Especially by engaging key partners in the region through these workshops we want to achieve critical mass for acceptance of the tool and its use.

Activity 1: workshop: try out and experimentations with the field

We will organize 4 workshops, with an average of 20 participants each. Starting with the members of our Local Stakeholders Group, we will invite makers, organizations, and companies to participate in the workshops. Specific Stakeholders that we will consult on who to involve in these workshops are among others: Dutch Design Foundation, Eindhoven365, Next Nature Network, Sioux, Fontys, Manifestations.

The workshops will be documented, to get an overview of the response of the ecosystem on the proposed validation tool. We are looking for data that tell us more about the reception of the tool within the organizations, their view on the usability of the tool and on the common language we are trying to develop across organizations and artists on the development potential of artistic and conceptual projects.

Timeframe: June 2021 – April 2022

Budget: €17.275
-     Documentation of workshops (visual and written) (4x €500)   €2.000
-     (graphic) design of prototype toolkit and manual for workshops   €1.500
-     Organization costs workshops (4x €500)   €2.000
-     External experts, fees coaches workshop (4x €500)   €2.000
-     Staff costs, total of Action 1. Including organizing the workshops, updating the validation tool according to experiences during workshops, connecting to partners.   €8.500
-     Office and administration, total of Action 1 (15% staff costs)   €1.275

Funding Sources: no funding secured yet: options explored or to be explored:
-     Eindhoven municipality, department Economy and Culture and/or department Strategy (negotiations ongoing)
-     Eindhoven Design District (negotiations ongoing)
-     Fund Creative Industries NL (to be explored)

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Activity 2: Try out and experiment with policy partners through workshops

We will organize 2 workshops, aiming at 12 participants per workshop from the municipality and their arms-length organizations in the Brainport Eindhoven ecosystem. In close conversation with the department Culture and Economy of the municipality of Eindhoven, Stichting Cultuur Eindhoven and the coordinator of the Design District Eindhoven we will invite the relevant people to join these workshops.

The workshops will be documented, in order to get an overview of the response of policy partners on the proposed validation tool. We are looking for data from the workshops on the usability of the framework, the different stakeholder perspectives the tool offers and the development of a common language between policy makers concerning the deployment of design projects throughout the city

Timeframe: October 2021 – April 2022

Budget: €3.000
-         Documentation of workshops (visual and written) (2x €500)   €1.000
-         Organization costs workshops (2x €500)   €1.000
-         External experts, coaches workshops (2x €500)   €1.000
Funding Sources: no funding secured yet, options explored or to be explored:
-         Eindhoven municipality, department Economy and Culture and/or department Strategy (negotiations ongoing)
-         Eindhoven Design District (negotiations ongoing)
-         Fund Creative Industries NL (to be explored)

Activity 3: Update and validate the tool

The collected experiences with the tool from activities 1 and 2 lead to an update of the tool. We develop a validation event to validate the updated tool with the partners which have been consulted and other interested parties. This event will also contribute to the arts-ict network that we're building with these workshops.

Timeframe: May 2022 – July 2022

Budget: €3.500
-         Documentation validation event (photo and video)   €3.500
Funding Sources: no funding secured yet, options explored or to be explored:
-         Eindhoven municipality, department Economy and Culture and/or department Strategy (negotiations ongoing)
-         Eindhoven Design District (negotiations ongoing)
-         Fund Creative Industries NL (to be explored

Activity 4: Developing and publishing the interactive toolkit

The two parts of the tool will be developed into an interactive webtool. Special attention will be paid to develop a well-designed and user-friendly interactive design through several iterations. The webtool will be publicly available. The interactive toolkit is presented to all partners and made public.

Timeframe: September 2022 – November 2022

Budget: €15.000
-        Design Studio: developing interactive toolkit   €15.000
Funding Sources: no funding secured yet, options explored or to be explored:
-        Eindhoven municipality, department Economy and Culture and/or department Strategy (negotiations ongoing)
-        Eindhoven Design District (negotiations ongoing)
-        Fund Creative Industries NL (to be explored)

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OUTLOOK

We choose for a 'bottom-up' and participatory approach with the aim to eventually have the validation tool implemented in a number of key organizations within the Eindhoven creative ecosystem. If we successfully test, develop and implement this validation tool, the Eindhoven region will develop a common language and understanding of artistic and concept-driven projects that can contribute to social challenges.

The first action aims at try-outs and experiments in using the tool with a large variety of actors within the ecosystem: artists, organizations, intermediaries and the municipality. After implementing the collective wisdom and diverse perspectives, the tool will be updated and tested again in a validation workshop. After this it will be developed into an interactive web-based toolkit.

If this is developed bottom-up, and supported by the key stakeholders in the field, we are convinced that the tool will not just function as a theoretical framework for collaborative practices, but also as a useful methodology in which the field will be able to easily access information about creative- and entrepreneurial projects in development. We foresee that it will benefit policy makers, as well as organizations, SME's and businesses, creative practitioners, artists and design studios. This approach will contribute to a thriving support system and innovation chain for art- and design practices in the region. The tool will help different stakeholders to discuss the potential of artistic and conceptual projects from a common framework and language with the aim to have more projects make the transition to project with which can reach a wider audience and have more societal impact.

The tool will help the Design policy of Eindhoven to have more impact because its use helps to identify more potentially useful projects with added societal impact. These projects will make the policy more visible within the city but also strengthen the city's external outreach.

If this approach proves to be successful and beneficial for the development and implementation of artistic-and concept-driven project, the validation tool can be included in the Design Vision of the City of Eindhoven. We also foresee that the tool can be a helpful tool within the Design District, it could be used as a guideline for the selection procedure of projects that are going to be showcased.

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ACTION

NEW MAPPING ANALYSIS OF THE
EXISTING SUPPORT SYSTEM

Goal: Supporting the validation tool with a mapping that provides actors the possibility to choose the best partners to get to a next level within the tool

Activities:

• **Activity 1 Determine goal and scope of the Mapping**

In consultation with major stakeholders from the three target groups of the tool the goal and the scope of the new mapping is determined. The statement with the requirements will be written and an external partner will be asked to carry out the Mapping.

• **Activity 2 Implement the first phase of the Mapping**

The external partner will screen the organisations from the existing Mapping from RegionArts for their scope and activities within the scheme of the validation tool. The new Mapping will chart which organisations are active in different levels of the tool. New actors will be added where relevant.

• **Activity 3 Present and discuss the first results of the Mapping with the actors**

As a result, a first version of a new Mapping is created that shows where the overlap and the gaps are in supporting projects when going through the various levels from the validation tool. The actors in the mapping and other stakeholders (such as the municipality) will be consulted to discuss the results and adjust the Mapping when necessary.

• **Activity 4 Publish the final version of the Mapping**

The new Mapping will be published and distributed. The new Mapping will help three target groups: (1) policymakers can find the gaps within the validation tool and develop activities to fill these gaps, (2) it helps organizations which are featured in the new

Mapping to refer to each other for activities outside their own core activities, (3) artists and makers will be able to find an overview of the support system and look for the right organizations to go to for support.

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Action 2

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THE BACKGROUND

The goal of the whole Action Plan is to integrate the tool within both the Design District and the new Design Vision of the city of Eindhoven. To make the tool work, we also need a new mapping.

The importance of a good mapping became clear when we first mapped the Eindhoven ecosystem at the beginning of the RegionArts project. The Policy Booklet: Mapping the Ecosystem showed the importance of a good map, to gain insight in the status of the existing ecosystem in Eindhoven. With Action 2 of this Action Plan, we want to redo and extend this mapping to support the proposed Validation Tool.

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PLAYERS INVOLVED

Baltan Laboratories: initiating and implementing the new Mapping

Municipality Eindhoven: one of the end-users of the new Mapping

Local Stakeholders: participants in the new Mapping

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TIMEFRAME, COSTS and FUNDING SOURCES

Activity 1: Determine goal and scope of the Mapping

Timeframe: May 2022 – August 2022

Budget: €0 – discussion with stakeholders from the three targetgroups of the tool (policy makers, intermediary organisations, makers)

Activity 2: Implement the first phase of the Mapping

Timeframe: September 2022 – October 2022

Budget: €15.000 – mapping by external party

Funding Sources: no funding secured yet, options to be explored:
-        Eindhoven municipality, department Economy and Culture and/or department Strategy (to be explored)

Activity 3: Present and discuss the first results of the Mapping with the actors

Timeframe: November 2022

Budget: €0 - discussion with stakeholders from the three target groups of the tool (policy makers, intermediary organisations, makers)

Activity 4: Publish the final version of the Mapping

Timeframe: December 2022

Budget: €5000 – publishing the new mapping by external party
Funding Sources: no funding secured yet, options to be explored:
-        Eindhoven municipality, department Economy and Culture and/or department Strategy (to be explored)

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OUTLOOK

RegionArts started with a mapping of the relevant actors within the Eindhoven Region. The development of the Validation Tool has made us realize that the first mapping has to be redone because those actors are active on different levels of the Validation Tool. The Tool is designed to make it possible for an increasing number of projects to go through the different levels from concept to market. Some of the stakeholders are active on the first levels of the tool, others are more active on subsequent levels. A coherent support system can only be realized when each actor knows its own role and the possible role of others so a smoother transition for projects from one to the next level is generated. The new Mapping will deliver insights to all involved stakeholders of the overlap and gaps of the support system and will thus reinforce the working of the Validation Tool.

The knowledge of the current ecosystem would be helpful in the development of a new Design Vision. This knowledge can be used as an input in what still needs to be strengthened, or what the assets are of the current ecosystem. It will also help to get insight in the potential of the ecosystem for other sectors. And therefore strengthen the ambition for a multidisciplinary approach that combines technology, design and knowledge.

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ACTION

**INCLUDE THE VALIDATION TOOL
IN MUNICIPAL POLICY AND START
DEVELOPING A SUPPORTIVE
ECOSYSTEM**

Goal: the validated tool becomes part of the municipal authority's TDK policy which is the start of a further developed supportive ecosystem

Activities:

• **Activity 1 Participation in development of new Design Vision**

In consultation with the municipality and its arms-length organisations we take part in the development of the new Design Vision and introduce the tool as part of that policy, for example in the link between culture and economy, in design and in developing the city centre.

• **Activity 2 Implementing the Validation Tool in policies of stakeholders**

We help to implement the new Design Vision of Eindhoven by helping the different partners of this policy to use the tool within their work, for example Manifestations, Design District, DDW via Dutch Design Foundation and others. The Design District (funded by the municipality) can play a central role in this.

Develop policies to support the use of the validation tool and ensure an ecosystem that supports all levels of the validation tool. Building a learning network of partners to deploy and further develop the tool, especially in the field of guiding projects to the next level.

• **Activity 3 Building a learning network of partners using the Validation Tool and start developing a plan for an ecosystem that supports the future development of the Validation Tool**

We build up a learning network of partner-organisations which use the tool. Developing a common language will occur when we involve the relevant partners in exchanges on their experiences with the tool. We expect that these exchanges will lead to further development of the tool, probably adding new layers in the future, or even to new variations of the tool for other contexts. Throughout this action we develop a plan for future support of the development of the Validation Tool by gathering partners to be part of such an ecosystem.

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Action 3

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THE
BACKGROUND

The goal of this Action is to integrate the tool within the new Design Policy of the city of Eindhoven.

To secure this integration we participate in the development of the new Design Policy and will help stakeholders within the new Design Policy to use the Validation Tool within their own policy and activities.

To nourish and maintain the tool we aim to develop an ecosystem of policy and implementation within organisations that together feed into the tool and keep it alive.

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PLAYERS INVOLVED

Municipality Eindhoven: responsible for developing the new Design Policy

Baltan Laboratories: sharing expertise on the validation tool to integrate it into the Design Policy.

Design District: (support the) development of policies to support the use of the validation tool and ensure an ecosystem that supports all levels of the validation tool.

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TIMEFRAME, COSTS and FUNDING SOURCES

Activity 1: Participation in developing the new design vision of Eindhoven and incorporating the tool into that policy

Timeframe: June 2021 – December 2022

Budget: €0 – discussions and consultations between RegionArts team and policy makers working on the development of the Design Vision

Activity 2: Implementing the Validation Tool in policies of stakeholders

Timeframe: January 2022 – January 2023

Budget: €0 - discussions and consultations between RegionArts team and policy makers working on the development of the Design Vision

Activity 3: Building a learning network of partners using the tool and develop a plan for an ecosystem that supports the future use of the tool

Timeframe: June 2021 – May 2023

Budget: €0 - discussions and consultations between RegionArts team, policy makers working on the Design Vision, and stakeholders.

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OUTLOOK

In this way, ultimately, the Eindhoven region will find a way to include the creative sector in the societal challenges we are currently facing, such as the housing challenge, social inclusion, climate change, polarizing communities etc.

Also, it broadens the financial possibilities for artistic- and concept-driven projects, that traditionally focus mostly on cultural funding. Th validation tool, and the workshop/coaching program proposed, will connect these projects and makers in an early stage to potential clients and organizations that can support the further development of their Project.

If we successfully develop a strong support system for artistic projects, like the one which is developing to some extent on a design level and on a technological level, these three pillars will strengthen each other. The prolonged use of the tool will be supported by developing a learning network of partners that feed their experiences into the further development of the tool. The longer-term impact of the Policy Action depends for a large part in keeping the tool alive by the development of a partner network that continues to give feedback on the basis of their experiences with the tool. When the tool is kept alive it might spur spin-offs of the tool or deliver variations that are built for specific subsectors.

Moreover, on a European and international level, the interest for such an approach is high. (See STARTS program Europe / Green Deal attention for arts and design etc.). All the ingredients to be a leading region on such an approach are available in Eindhoven. By developing a solid support system, we can bring this to its full potential. All of this strengthens Eindhoven's claim as the Design Capital of the world.

In the future we envision a Centre of Expertise in Eindhoven on this ecosystem (see vision for the future p. 25).

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VISION FOR THE FUTURE (beyond the Action Plan)

To develop a place for collecting, securing, developing and disseminating the acquired experience and knowledge

Goal: Guarantee the sustainability of the tool and the use for strengthening the TDK-profile of Eindhoven by using the tool in a variety of contexts

When the tool is accepted and implemented, both within the municipality and within organization in the field, it is quite possible there will be a variety of experiences with the tool from different stakeholders, for example for makers and creators, within organizations and within the municipality. To keep the tool alive, a central place is required. This place should oversee collecting experiences of working with the tool, work as a connector between the different levels and be able to transfer that knowledge on to a new generation. Preferably this place is located within higher education, for example within a Centre of Expertise on the connection between arts, ict, entrepreneurship and impact.

This could also be a place for further research, for educating a new generation active within this field and to ensure accessibility of the tool and its developments. One can imagine this tool would also be valid for other forms of interaction between art, culture and the economy. Last but not least this place can stimulate the dissemination of experiences and knowledge to strengthen Eindhoven's TDK profile on a structural level.

We believe the Validation Tool has a lot of potential beyond the Eindhoven Region. Some partners within RegionArts already showed interest and we foresee a big need for a tool that bridges the gap between concept, presentation, and societal value generation. Especially when we look at the role arts and culture are asked to play within the big societal challenges we face (for example within the New European Bauhaus-initiative https://europa.eu/new-european-bauhaus/index_en) and within the recommendations on the role of art and culture within an innovative and cohesive EU (Cultural and Creative Sectors in Covid-19 Europe, Crisis effects and Policy Recommendations, feb 2021 (study for EU-parliament, komt binnenkort).

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MONITORING AND IMPACT OF ACTION PLAN

Under this heading we have collected a number of indicators to monitor and track the impact of the Validation Tool:

- Number of sessions with organisations in the field on the tool
- Number of participants in the workshops on the tool
- Number of organisations expressing interest in using the tool
- Number of organisations adopting the tool for use
- Number of coaching sessions with artists and makers on using the tool
- Number of sessions within the municipality on the tool
- Mention of the tool in policy documents of the municipality
- Percentage of people satisfied by using the tool

Possible indicators after the Action Plan when the tool has been used for some years:

- Number of projects of users of the tool that progressed at least one level within the tool
- Number of publications that mention the use of the tool when profiling the TDK-signature of the municipality

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SIGNATURE OF ACTION PLAN

I hereby confirm that Baltan Laboratories as a partner of the RegionArts project with this Action Plan has defined actions target towards the improvement of policy planning and its instruments that are essential for promoting collaborations between ICT and the arts that foster innovation. Baltan Laboratories agrees to support and promote the implementation (and where appropriate implement) the plan above.

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Date:
20 September 2021

Signature of representative:

Stamp of the organisation (if available)

REFERENCES

·   **AFTER Futuri Digitali** https://www.interregeurope.eu/policylearning/good-practices/item/3673/after-futuri-digitali/

·   **Baltan RegionArts video** www.vimeo.com/434997513

·   **Brainwave Wedding**. A High-tech wedding experience developed by Baltan Laboratories together with artists Lancel/Maat that investigates future forms of marriage in a technological society. When kissing, the wedding couple's or group's brain activity is measured with EEG sensors. The patterns of the wedding kiss are materialized and 3d printed in unique wedding rings that encapsulate a code, representing their marriage contract, stored in a Blockchain system. After movie of Dutch Design Week 2019: https://vimeo.com/437797012. Promo video of the project: https://vimeo.com/321958426

·   **Call for Innovation with the Creative Industries in Flanders (CICI)** https://www.interregeurope.eu/policylearning/good-practices/item/3691/cici-call-for-innovation-with-the-creative-industries/

·   **Design District Eindhoven**. The project aims to strengthen Eindhoven's profile as Design (and technology) capital through projects, experience and quality in the public space. Next to that the project experiments with new 'solutions' driven by design and technology. https://brainporteindhoven.com/nl/ontdek/strategie/regio-deal-brainport-eindhoven/eindhoven-design-district

·   **Fabricating Alternatives**. A digital card deck powered by AI that remixes and multiplies ideas around any topic that you and your team are exploring. Users feed the machine with some inspiring articles around the topic, and the tool generates cards, each with a unique, provoking question. Fabricating Alternatives is created by creative studio Imagination Things in collaboration with Baltan Laboratories. https://fabalternatives.design

·   **Hack the Body program**. A multi-year open-innovation trajectory founded by Baltan Laboratories (ended in 2018) exploring the relationship between technology and the human body through artistic research projects. http://www.hackthebody.nl

·   **Incredibol!** https://www.interregeurope.eu/policylearning/good-practices/item/3674/incredibol-bologna-s-creative-innovation/

·   **Lapland micro-enterprises growth network** https://www.interregeurope.eu/policylearning/good-practices/item/3992/lapland-micro-enterprises-growth-network/

·   **Mind the door!** http://www.antonelloghezzi.com/p/mind-door_10.html

·   **NESTA-report. The Fusion Effect (2016)** https://www.nesta.org.uk/blog/the-fusion-effect-how-firms-gain-from-combining-arts-and-science-skills/.

·   **Policy Booklet: Mapping the Ecosystem** https://issuu.com/startupregions/docs/regionarts-policy_booklet-01

·   **Porto Design Factory** https://www.interregeurope.eu/policylearning/good-practices/item/3997/porto-design-factory/

·   **RegioDeal Brainport Eindhoven** https://brainporteindhoven.com/en/discover/strategy/region-deal-brainport-eindhoven

·   **Technology Readiness Level, NASA** https://www.nasa.gov/directorates/heo/scan/engineering/technology/txt_accordion1.html

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