



Past - Present - Future

# REGIONAL STRATEGY ON “NEW INDUSTRIAL CULTURE”

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Finalisation report

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T1.5.1



RP 5



PP1, District of Zwickau



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## 0. Abstract

With the start of InduCult2.0 the District of Zwickau founded a regional focus group “Industrial Culture in the District of Zwickau” to support the establishment of the new concept of industrial culture as well as supervise regional InduCult2.0 activities. The members of the focus group were representatives of regional economy, administration, culture, education and tourism.

The focus group developed a regional strategy paper with strategies on Industrial Culture, pointing beyond project time. This document summarizes the process of developing the strategy paper as well the content of the strategy paper itself.

## 1. Project Context

InduCult2.0 defines the idea of living industrial culture in Central Europe. It aims to reveal, strengthen and utilize the unique cultural character of industrial regions. This project does not only deal with the preservation and utilization of cultural heritage, but it brings together past, present, future cultural assets related to industry in an innovative way. Thus, industrial museums, schools, companies and creative communities work together to create a successful cooperation. This is the key for living industrial culture as a vivid concept that reflects current transformations of industrial economy and shapes cultural perceptions of the regions.

In order to achieve these objectives, the project has a budget of 3 million euros. The ten participating partners, located in different countries in Central Europe, work together with their stakeholders to realize the full potential of Industrial Culture in their regions. Participating partners come from regions in Germany, Poland, Belgium, Czech Republic, Austria, Croatia, Slovenia and Italy.

With the start of InduCult2.0, the District of Zwickau founded a regional focus group “Industrial Culture in the District of Zwickau” to support the promotion of a vivid industrial culture as well as supervise regional InduCult2.0 activities. The members of the focus group are representatives of regional economy, administration, culture, education and tourism. Together they developed a regional argumentation paper (T1.3.1) that emphasizes the importance of the specific regional industrial culture. The next milestone was reached with three regional action plans that present concrete projects in the field of regional identity (T2.6.2) economic development (T3.5.2) and innovation through industrial culture (T4.6.2). The third milestone of the regional focus group is a strategy paper (T1.5.1) which is summarized here.

## 2. Introduction

Industrial production has played a decisive role in the development of the district of Zwickau over the last two centuries, and it influenced the inhabitants culturally. At present, this industrial culture values historical aspects, such as traditions and architectural monuments ('Industrial Culture 1.0'). However, industry is still the economic engine in the district today and will continue to be the decisive economic driving force of the region in the future.

Because the region not only possessed this strong industrial base, but also owns it now and will continue to do so, industrial culture can develop here as a living form of culture - a potential that has so far been little perceived or exploited: A lively industrial culture, which - in addition to the industrial past - also refers to the industrial present and future, offers itself as a contemporary

identity anchor of the region as well as an essential location and image factor for the region ('Industrial Culture 2.0').

In this sense - in addition to the industrial museums, traditional clubs and tour operators - industrial companies, technical oriented schools, colleges and universities, but also extracurricular learning and experience spaces (e.g. Fablabs, Cultural and Creative Centres) are essential institutions: precisely through their cooperation industrial culture comes alive and becomes visible as a theme which connects society overarching the epochs.

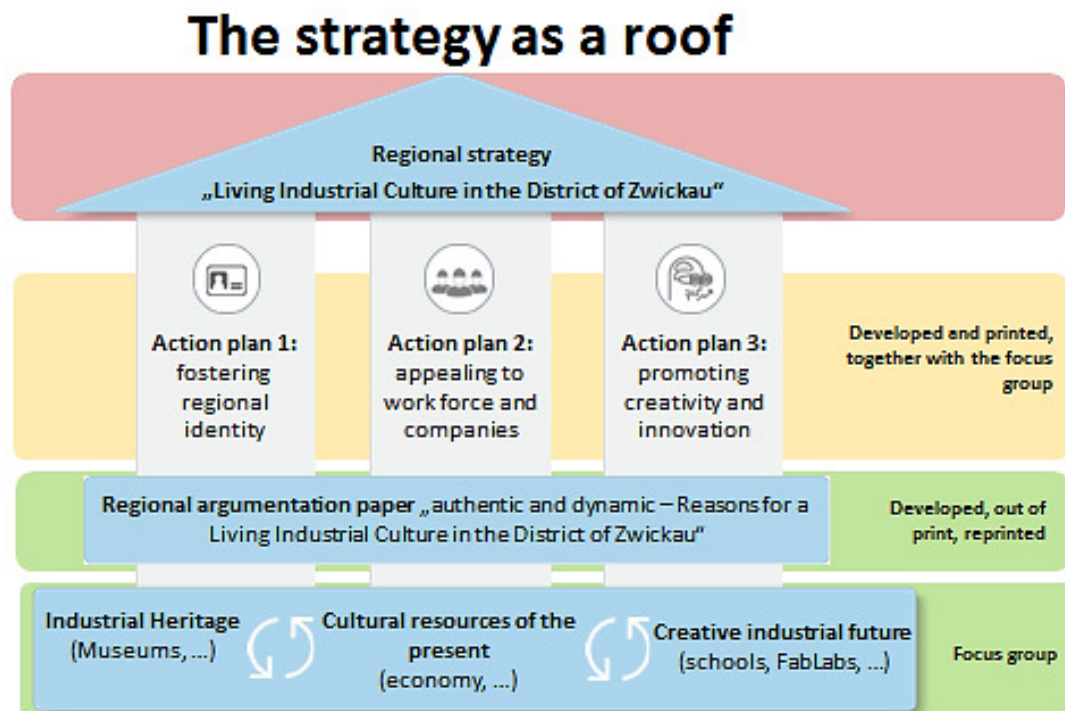
### 3. Objective

The aim of the regional strategy paper is:

- To make aware, illuminate and anchor living industrial culture as an essential element in the identity profile of the rural district and its towns and communities;
- To explain the different ways in which industrial culture can come to life;
- To give strategic recommendations for action for a contemporary industrial culture roadmap into the future.

With its recommendations, the strategy paper primarily addresses the political, cultural and economic decision-makers of the Zwickau district, but also of the Free State of Saxony.

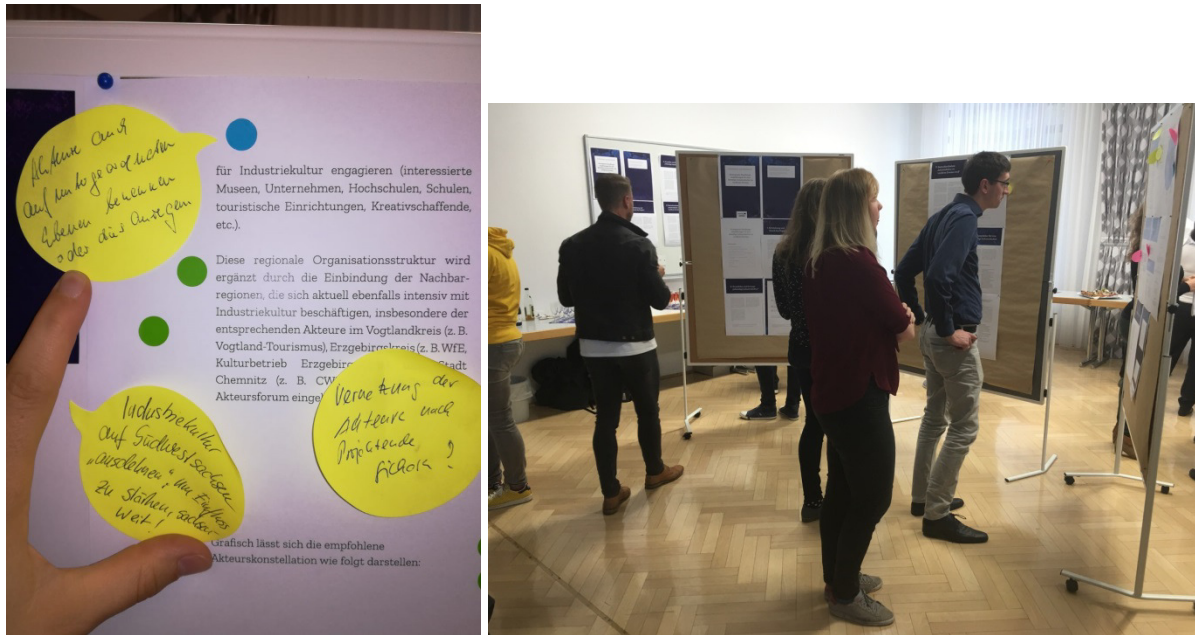
The regional argumentation paper (T1.3.1) and the regional actions plans (T2.6.2, T3.5.2, T4.6.2) also supplement the regional strategy paper.



How strategy paper, action plans and argumentation paper work together.

## 4. Regional strategy paper

This strategy paper is the result of intensive cooperation between a wide range of actors in Zwickau County, who participated in the focus group 'Living Industrial Culture in Zwickau County'. Since 2016 the focus group has been organised by the district of Zwickau as part of the EU project InduCult2.0.



Proof reading the strategy paper at the 5<sup>th</sup> focus group meeting (author: Christian Rost).

### 4.1 Status-quo

As in other regions of Germany, many actors and the majority of the population associate industrial culture primarily with museums, monuments or traditional festivals. At the institutional level, this corresponds to the fact that it is currently primarily the industrial museums and the Zwickau Tourism Association that are committed to promoting industrial culture.

Companies, universities, schools as well as cultural and creative workers have only recently begun to see themselves as places and actors of industrial culture. Nonetheless, there are already successful examples today where an expanded understanding of epoch- and sector-spanning industrial culture in the district of Zwickau can be seen and experienced:

- Days of Industrial Culture Chemnitz and Zwickau
- IBUg ([www.ibug-art.de](http://www.ibug-art.de));
- Special exhibitions, joint activities of companies, museums, universities, etc. 'Lange Nacht der Technik' ([www.techniknacht-zwickau.de](http://www.techniknacht-zwickau.de));
- Development of a common tourist destination of Chemnitz and the district of Zwickau, with industrial culture as core theme;
- versatile re-use of old industrial objects, e.g. as cultural and creative economic centres (e.g. Gasometer Zwickau, Kunstplantage Zwickau, Seilfabrik Zwickau, Knopffabrik Zwickau, Tuchfabrik Werdau, Initiative 'Raumkomplizen').

The Free State of Saxony has declared 2020 to be the 'Year of Industrial Culture'. The central venue for the state exhibition 'Industrial Culture in Saxony' has been assigned to Zwickau: two of the six satellite locations, the August-Horch-Museum Zwickau and the Textile Factory Brothers Pfau Crimmitschau, are also located in the district. The setting of this exhibition in particular offers the opportunity to pursue a progressive understanding of industrial culture, with a view to the past, present and future at the same time.

## 4.2 Values promoted through Industrial Culture

Industrial culture goes hand in hand with a certain framework of values: With the interpretation of the term industrial culture one agrees - often unconsciously - on what is regarded as important (giving meaning, worth preserving, worth promoting, ...). In this sense, industrial culture - as one participant of the focus group put it - can quickly become a 'question of attitude', especially if, as in this paper, a new understanding is suggested.

With the concept of a living industrial culture, a new, contemporary impulse is set in the previous value framework of the district on the subject of industrial culture, these are ...

- > Self-confidence (also in the sense of a 'knowledge of cultural uniqueness')
- > Tolerance
- > Local affinity
- > Openness towards New

Living industrial culture is cultural work in the confrontation with past, present and future industries and their social effects.

## 4.2 Fields of action for living industrial culture

In the strategy paper, 5 essential fields of action for a living industrial culture are defined. Living industrial culture is considered

- as everyday culture;
- as corporate culture;
- as a culture of innovation;
- as a building and urban planning culture;
- as image of the region.

In the strategy, each field of action is briefly characterized and strategic recommendations are formulated. These strategic recommendations were based on the results of a workshop of the focus group in April 2018 applying a long-term, sustainable and target-oriented view.

## 4.3 Regional cooperation

Living industrial culture is characterised by its cross-sectoral character: It relates the fields of culture, economy, tourism, education, creative industries and civil society to each other.

At the same time, this special quality entails the risk that responsibilities are often unclear or distributed among several actors. In order to create the highest possible level of commitment, the strategy paper recommends the establishment of an actor forum and a core team based on the experiences of the EU InduCult2.0 project.

### **The core team**

The core team should preferably consist of the network anchors of the above mentioned sectors:

- Cultural Region Vogtland-Zwickau (for the cultural sector);
- Tourism Association Zwickau with museum association (for the tourism sector);
- Chamber of Commerce and Industry Zwickau and Economic Development of the District of Zwickau (for the economic sector);
- Creative Saxony (for the creative economy sector);
- N.N., (for the field of education).

These key actors have signaled their fundamental willingness to work together as a core team and to shape the actor forum. A representative for the education sector is still to be found.

In the core team, the Cultural Region Vogtland-Zwickau could assume a chairmanship function. Not only is it responsible for promoting culture in the Vogtland-Zwickau region, but since summer 2018 a 'Coordinator for the Year of Industrial Culture 2020' has also been employed, where the organisation can be located.

The Tourism Association of Zwickau could act as an additional second head. With the focus on the transnational cooperation developed in the EU project InduCult2.0, it can ensure that the exchange with comparable regions, e.g. in the Czech Republic and other EU states, is kept alive. Each institution of the core team should assume sector-specific responsibility for ensuring that industrial culture is perceived in its field of work and carry out/support appropriate actions.

### **The Actors' Forum**

The core team continues the 'Focus Group Living Industrial Culture in Zwickau County' founded in InduCult2.0 as an actor forum. For the Actors' Forum, (semi-)annual interactive meetings are the ideal opportunity. The demarcation of a suitable common reference area is still open. Tasks and participants of the actor forum are similar to the InduCult2.0 focus group. Based on their specific overview, the core team actors can report from the respective sectors.

The Actors' Forum is the platform for lively industrial culture in the region. It primarily has the following tasks:

- Regular exchange between the actors of industrial culture in the region;
- Thematic links between culture, industry, education, creative industries and civil society;
- Joint (further) development of industrial cultural projects;
- Making the topic and the actors visible, generating publicity;
- Strategy work;
- Networking of the industrial culture actors with funding institutions, foundations;
- Short-term: Preparation Year of Industrial Culture 2020.



The Actors' Forum is open to anyone who is committed to industrial culture in the region - full-time, honorary or private. Actors can come from very different fields:

- Museums
- Traditional clubs
- Tourism professionals
- Industrial enterprises
- Cultural institutions
- Schools, universities, educational institutions
- Creative, start-up and cultural centres
- Interested / committed individuals
- ...

### **The neighbouring regions**

This regional organisational structure is supplemented by the integration of the neighbouring regions, which are currently also intensively involved in industrial culture, in particular the corresponding actors in the Vogtland District (e.g. Vogtland Tourism), the Ore Mountain District (e.g. WfE, Kulturbetrieb Erzgebirgskreis) and the city of Chemnitz (e.g. Chemnitz Economic Development). They should be invited to the actor forum. For Southwest Saxony, living industrial culture thus becomes a key topic, which can radiate from here on the entire Free State.

With this in mind, the core team also works closely with key players at the Saxon level, especially:

- Cultural Foundation of the Free State of Saxony;
- State Exhibition 'Industrial Culture in Saxony' 2020;
- Tourism and marketing company of the Free State of Saxony.

These key Saxon actors, as well as the European Metropolitan Region of Central Germany, will be involved in the work of the core team / actor forum as required.

## **4.4 Strategic integration**

At the time of the preparation of the strategy paper (2018), the following strategic integration possibilities for a living industrial culture are particularly suitable:

- Consideration in strategic municipal planning, e.g. integrated development concept for Zwickau District, urban development strategies, LEADER strategies as interdisciplinary topic;
- Consideration in sectoral strategies at municipal level, in particular cultural, economic, tourism, educational, creative and social promotion;
- Increased promotion of industrial culture at the Cultural Foundation of the Free State of Saxony;
- Integration of the topic of Living Industrial Culture at the level of the Free State, e.g. in the promotion of cultural areas, in the Operational Programmes Saxony, in the industrial strategy of the Free State;



- Entrusting personnel with the task of industrial culture / setting up specific personnel positions (shares) or their removal from time limits, in particular at the regional network anchors (Cultural Region Vogtland-Zwickau, Tourism Association Zwickau, Economic Development of the district, Chamber of Commerce and Industry Zwickau);
- Participation of a regional industrial culture coordinator in a network of Central European industrial culture, e.g. the Czech Republic and other EU states (Tourism Association Zwickau).

## 5. Evaluation/transnational added value

By November 2018 the strategy paper was finalized and printed. As part of the 6<sup>th</sup> focus group meeting on 1/10/18, the strategy was confirmed by the participants of the focus group and they declared their intent to take the strategy into account in their own strategic considerations.

The strategy fulfils the original objectives completely; stakeholders feed back that they are happy about its existence. The applied interactive process of preparation has as well been repeatedly positively commented on by the regional actors. By it, a strong commitment has been created in the actor arena for the topic which will ensure its continued pursuit in the future.

The transnational value consists on the one hand in the exchange with partners about appropriate contents of the strategy which took place in the half-yearly partner meetings 4 (Opole) +5 (Sisak).

On the other hand, this regional strategy is also a basis for the transnational strategy developed by the scientific partners in the project for the Central European coordinators' network of Industrial Culture.

Finally, structure, contents and approach are available through this summary for re-application in other regions.

## 6. Outlook and sustainability

For December 2018 it is planned:

- To put the strategy paper online.
- To distribute the strategy paper in the focus group.
- The Cultural Region will distribute the strategy paper in its convention-meeting.

For 2019 it is planned:

- To present the strategy paper in the committee of the district overall assembly in March 2019.
- To continue the focus group after the end of InduCult2.0 as regional actor forum 'Living Industrial Culture' for the purpose of implementing the strategy, led by the core team consisting of Cultural Region Vogtland-Zwickau, Tourism Association Zwickau, District of Zwickau and Chamber of Commerce and Industry Zwickau and other key multipliers.

- To integrate the actors' forum into the project group 'Industrial Culture at the Metropolitan Region Central Germany' as well as into the Network Industrial Culture Central Europe via responsible spokespersons.
- To found the joint tourism destination Chemnitz-Zwickau with a focus on industrial heritage.
- The insights and proposals of the strategy paper will also be taken up when preparing of the Saxon Year of Industrial Culture 2020 announced by the freestate of Saxony.

For 2020 is planned: The main event will be the Saxon Year of Industrial Culture 2020 with its leading exhibition "Industrial Culture in Saxony". The actor forum and the core group will organize their contributions along the strategy.

For 2021 is planned: Implementation of the strategy is to be reflected by the actors' forum, and to be adjusted if necessary. Afterwards, the implementation of the strategy as well as Central European cooperation has to be continued.

## 7. Annexes

Regional Strategy paper (file name: PP1\_English Summary\_T1.5.1\_annex\_regional strategy paper.pdf)