

INTRODUCING CCC RELOADED: CREALAB

CCC reloaded: CREALAB is contributing to a sustainable economic and societal growth in the North Sea Region. Its main goal is to support entrepreneurs and SMEs in developing innovative ideas, services and products in order to stay competitive and therefore is addressed to the Priority 1 of the NSR-Programme of the European Union. CCC reloaded: CREALAB fosters innovation in the regional industry clusters by using all forms of creativity, promotes multidisciplinary and cross-sectorial collaborations and network activities and supports entrepreneurial activities.

The project CCC reloaded: CREALAB will build up its method using the results and experiences obtained from the project Creative City Challenge (CCC). CCC implemented transnational activities using creativity as a tool towards territorial integration and the achievements of the goals set in the Gothenburg Strategy and Lisbon Agenda in order to increase the sustainability and competitiveness of the North Sea Region. Creative City Challenge reloaded: CREALAB started in October 2013 and will run until April 2015. The consortium consists of seven partners.

The Partners are:

- WFB BremenEconomic Development Corp.
- > Gemeente Groningen
- > Hanze University Groningen
- > HOWEST University College
- > Wischmann Innovation, Copenhagen
- → Dundee and Angus College
- > TILL

SOCIAL MEDIA BOX

Stay in contact with CCC reloaded: CREALAB Join our discussion in our linked.in-Group www.linkedin.com/groups?home=&gid=367 0907&trk=anet_ug_hm

CCC reloaded on facebook

www.facebook.com/cccreloaded

PREVIEW NEWS-FLASH:

"European Cooperation at its best"













PARTNERS - METHODS - STAKEHOLDERS

WFB Bremen

Economic Development Corp., GER

The WFB Bremen Economic Development Corp. (WFB) implements the support instruments for businesses on behalf of the Free Hanseatic City of Bremen. Furthermore, the WFB aims at providing businesses in Bremen with an optimal environment for entrepreneurial success as well as sustainable growth. One key aim is to strengthen small and medium-sized enterprises. The WFB supports the regional government in defining innovation strategies and their implementation in close contact with all relevant stakeholders. The WFB is coordinator of brinno.net "Bremen network for innovation". brinno.net is Bremen's platform for supporting businesses. The WFB also created the BRENNEREI next generation lab. The goal of the BRENNEREI next generation lab is to strengthen collaborations between traditional businesses and creative young professionals. It offers scholarships that students from all creative courses can apply for. The scholarships focus not only on design but also extend to marketing, architecture, digital media, IT and other related fields. In the BREN-NEREI next generation lab regular innovation workshops also take place. This

is a specific module of the aforementioned cross-institutional innovation network brinno.net (www.brinno.net). The aim of the innovation workshops is to develop a specific actionable plan for the businesses. Thus far, innovation workshops have been held to explore issues concerning social media, brand development, marketing, internationalisation and many others. www.wfb-bremen.de





HOWEST University College, Kortrijk, BE

Howest Industrial Design Center is an open knowledge center and communication platform between the industry and the education, research and development programmes of the Howest University West Flanders in Belgium. The centre aims to be an authority on high & low end prototyping, lighting, creativity, sustainability, humanity and materials & connections. Every research project implements the 'research through design' philosophy. Howest IDC is one of five founding partners of Designregio Kortrijk. The synergy between industry

and education leads to a materialisation of academic research results and to open services towards companies, SMEs and independent designers. The Industrial Design Center continually aims to set up multi-disciplinary projects at the request of businesses and has stateof-the-art equipment available for use. Howest IDC has developed a variety of design methods and tools. These methods are the starting point for creativity and innovation workshops, services and consultancy. Howest developed Innowiz, a human centred creativity and innovation methodology in four iterative phases. For every phase, Innowiz contains a set of specific design toolkits. Next to Innowiz, Howest developed domain-specific methodologies like Design-to-connect (materials & manufacturing), Play-it-forward (a business model canvas), a framework for prototyping guidelines and a user research strategy. www.howest.be





Hanze University Groningen, NL

The Hanze University of Applied Science in Groningen, Academy Minerva and its Centre for Applied Research and Innovation, Art & Society, Research group Popular Culture, Sustainability and Innovation focuses on sustainable design and sustainable materials for early adopting SME's. For CCC reloaded: CREALAB, the PSI research group (Hanze University) and The Gemeente Groningen works according to an explorative hands-on innovation approach. The PSI innovation process is based on a series of iterations of the flexible Processpatching approach, where fitting

methods and approaches are often loosely combined. Although Processpatching initially focused on the collaborative innovation among artists, technicians and computer scientists, its focus has broadened over the years. Other creative and scientific branches, the humanities and the end-users are all taken into account as collaborators who bring their domain-specific knowledge and methodologies or ways of working. Furthermore, PSI's research and creation process usually has a holistic nature, as opposed to the conventional reductionist and solution-focused processes.

This is closely connected to the recent shift from instrumental, work-related technology innovation to innovation for personal experience and the experience industry.

www.hanze.nl/EN/research/ researchportal/centre-of-applied-research-and-innovation/entrepreneurship/Pages/Default.aspx



Gemeente Groningen, NL

Groningen is the major city of the North of the Netherlands. The young city has a high potential for unlocking creativity and for knowledge-based innovation in SME's as well as for start-ups. Groningen City Council acts as a facilitator for CCC reloaded: CREALAB. It will 'host' the project, manage the budget and manage the process of the different steps in the project (exploration, preparation and performance, monitoring, evaluation and follow up) and ensure that all material for reviewing is gathered. Together with the partner Hanzehogeschool, the City of Groningen will appoint a project organisation that is responsible for guidance of the project in Groningen. Groningen will contribute to transnational dissemination through visits to and from Groningen, intensify cross-sectoral engagement by addressing and involving stakeholders from all actor groups, ensure transnationality by consequently requesting input and

advice from the partner cities for transnational meetings and by making essential information available in English. Horizontal and vertical participation will be ensured by involving relevant partners from the beginning. www.gemeente.groningen.nl



Wischmann Innovation, Copenhagen, DK

Wischmann Innovation is a consultancy providing strategic development, analysis and advisory service, training & education and event & teambuilding activities. Wischmann Innovation works on releasing the full potential for artists, public authorities or private companies. Its mission is to make sure, that all sectors of society benefit from art and creativity. The main method of WI in the CCC reloaded: CREALAB project is the Kunstgrebs Innovation Model (KU-model). Participants of a KU-model

based innovation process undergo eight different rooms in their creative process. Each room has a special purpose in the process of developing and realising ideas. For example, the Free-Room is to liberate the participants from their "Downloads" (what we "used" to do), their prejudices about each other and their own blocks to creativity. The KU model is based on the arts special sensuality and the way artists relate aesthetically, unconventionally and surprisingly to creative processes. The artistic methods used and the artists' use of colour, sound, movement, etc., stimulates the activities of the rooms. With the Best Collaboration Award 2013-winning Kunstgrebs Innovation Model, WI creates an artistic dimension in the processes - it supports and stimulates the process and hence the result. www.winnovation.dk



Dundee and Angus College, GB

Dundee College will collaborate in devising methods and platforms of communication that enable effective cross-sectorial collaboration across social, cultural and transnational boundaries. They will hold innovation workshops that test these methods and platforms in facilitating constructive, transnational, collaboration between these groups and SMEs to find industry applicable solutions to providing

economic growth. They will also test the viability and sustainability and the solutions and strategies arrived at and assess their contribution to economic SME growth and development. They will collaborate in establishing and participating in a transnational network to broaden collaborative engagement and transfer best practice across the NSR region. Stakeholders of these methods come from educational, industrial and public sectors and include Dundee City Council, local Universities (Abertay University and Dundee University) and local SME's.

www.dundeeandangus.ac.uk



TILLT, Gothenburg, SE

TILLT has 13 years of experience in creating cross-fertilization of skills between two worlds: arts and organisations. TILLT's main method will be to hold Innovations Labs. The objective of these is to strengthen industrial competitiveness and develop innovation, through disseminating the understanding of the value of integrating artistic skills in business, and how artistic competence can be a strategic tool for developing creativity and innovation in other industries. Each lab will address future issues and opportunities that are relevant to an entire industry, sector or society at large. Led by the explorative vision of an artist, each Innovation Lab involves about 15-20 stakeholders from different companies, public bodies and/or academic institutions to create a heterogeneous group. The participating stakeholders perform several creative artistic exercises in order to stimulate different perspectives about the challenge, and

throughout the process, will gradually develop a set of insights and solutions relating to the challenge. Through his/ her knowledge and artistic practice, the artist takes advantage of every opportunity to influence the direction of the discussion and stimulate creative experiences.

www.tillt.se

















KICK-OFF MEETING DESIGN THINKING WORKSHOP

Getting started with Design Thinking On the 1st and 2nd of October 2013 CCC

reloaded: CREALAB started at the BREN-NEREI next generation lab in Bremen. On the first day of the Kick-off Meeting the 13 participants of the seven CCC partners faced a very inspiring Design Challenge with Prof. Steven Ney and Prof. Christoph Lattemann, Jacobs University Bremen, before they went for the unavoidable administrative work on the second day. The two professors introduced the participants to the Design Thinking approach. The workshop aimed at providing room for the CCC consortium (CCCc) to explore the barriers and opportunities of the project over the next 18 months. In particular, the user-orientation of the Design Thinking approach was to enable the members of the CCC to develop empathy with individuals in other partner institutions. Ultimately, the workshop was to help the CCCc devise an effective network structure by identifying needs of different types of project participants. The consortium split up into three teams. Each team had to imagine a person based on photographs that the CCCc institutional members had prepared in advance and with a typical CCC-interested background as well as typical problems and barriers which they faced upon the project. For example, there was Jasper, a 45-year old passionate guitar player, concert organizer and family father. The Team examined the needs of Jasper and imagined the services and tools CCC reloaded could provide in order to organise his work and scarce free-time. The solution for Jasper was a cook book of effective methods, approaches and tools to organise his work.

With two other fictive persona, the consortium got a close insight of the different needs and focuses of participants of the programme. In a matter of hours three powerful tools were created to support different demands in CCC reloaded: CREALAB participants which may be someday put into practice.









CREALAB WORKSHOP: HIGH MILLS OPEN GALLERY -INTERIOR DESIGN FOR GLAZED ALLEY SECTION

Over 30 creative entrepreneurs from a variety of disciplines including interior design and interactive media were given a presentation from Dundee Heritage Trust project manager, Gill Poulter and assistant curator, Louisa Attaheri. Gill presented architects designs and the project plan for the build of a new two million pound gallery at Verdant Works, Dundee.

Built in 1833, the High Mill is the oldest and most imposing part of the Verdant Works industrial complex. Half the site has already been transformed into the award-winning Scotland's Jute Museum in the Blackness area of the city. The Verdant Works "High Mill Open Gallery Project" is aimed at securing a sustainable future for the A-listed complex



by preserving the work's High Mill and adjoining Glazed Alley which are currently derelict and on the Buildings at

The project will also create a new community resource where a wide variety of groups can meet to take part in heritage-based activities. Currently, the team from Dundee Heritage Trust are working with local creative entrepreneurs to plan and develop a number of exciting projects including the design of the interior for the Glazed Alley section, marketing and promotional materials to increase the galleries profile and interactive learning resources for the new history hub section. The build of the High Mill Open gallery will commence in May 2015.







KOREAN-SWEDISH SHARING OF KNOWLEDGE AT TILLT'S

Professor Suhwan Jeon, from the Korean University of the Arts, in Seoul, visited TILLT's office in February 2014 as part of his tour across several European countries, to learn more about how Sweden employs creative and artistic competences in order to generate innovation. "To study TILLT's way to develop artistic interventions in businesses and communities has been extremely valuable to us. We see that the clash between artists and businesses can generate innovation. With this third meeting, we want to develop an international forum in Seoul where we want to learn more from TILLT and other European organisations", Professor Suhwan Jeon, ARCO-M/K-Arts, Seoul South Korea.

In 2009, Professor Suhwan Jeon was contacted by the Korean government, which identified a need for a different approach to organisational development and innovative thinking in the country. They saw that there was great potential in allowing artists to interact more closely with the industry and businesses. ARCOM (Arte e Compagnia), a special research group of the Korea National University of Art was formed and commissioned to develop the issue. Besides TILLT and Sweden, Professor Suhwan Jeon visited Spain, France, Germany and London as part of his study field-trip.



"ELDERLY CARE" INNOVATION LAB AT QUALITY FAIR (KVALITETSMÄSSAN)

Within the program activities of Quality Fair, Europe's biggest public sector conference and trade fair, TILLT produced in November 2013 2 back-to-back workshops under the format of an Innovation Lab, addressing a challenge related to the future of elderly care, arranged with the support of the Quality Fair operational manager Henrik Edman. For the opening of the activities, VINNOVA Deputy Director Leif Callenholm and Eva Nilsson Bågenholm, the national "äldreomsorgsamordnare" – meaning the national coordinator for elderly care, presented a group of stakeholders, such as employees in elderly care, representatives from SMEs in the technology and business development sectors, researchers, and agents from public bodies with a challenge: how to better use social innovation and civil society to develop elderly care in the future? The team of stakeholders was led by a group of three process supporters, Kiriaki Christoforidis, artist and storyteller, Maria Moebius Schröder, dancer and choreographer and Nina Kjällquist, processmanager from TILLT, with the special participation of Claes Schmidt/Sara Lund. Around 20 pax were involved in the Lab, and the results were publicly presented and discussed with Maj Rajom, responsible for

elderly care development at the Swedish Association of Local Authorities and Regions as the conclusion of the second workshop.

Watch the video at: www.youtube. com/watch?v=mxIHFNki2q0

















SAVE THE DATE: DESIGNWEEK KORTRIJK



The Kortrijk designweek / Week van het Ontwerpen, last edition celebrating its 10th anniversary, is mentioned fifth biggest designweek in the world matching London, San Francisco, Eindhoven and Tokyo (mapped out by Dutch studio Akimoto in 2013). The designweek started out 18 years ago as a graduation expo industrial design at Howest university. It was soon picked up by different design actors in the Kortrijk region and Flanders in general. The designweek grew out to be an expo, conference and networking event connecting education, industry, designers and entrepreneurs.

The 10th anniversary was used as a good moment to redesign and upgrade the event. Howest and Designregio Kortrijk, connecting all involved actors in the Kortrijk designweek, organised a guided innovation workshop. Kortrijk mayor Vincent Van Quickenborne joined other policymakers and involved enthusiasts, spending an animated and informal but strategic and valuable Saturday

in January, redesigning the designweek. The CCC workshop moderators took the participants on a creative trip form conceptual dreaming to rational decision-making.

Next Kortrijk Designweeks will be held October 2014 in synergy with the design Biënnale INTERIEUR. (www.interieur.be) Location, communication and concept will be brand new and thematic. And for the future, also during the odd years, the Kortrijk Designweek will bring the best of design from and to the Kortrijk region. Save the date, October 17th till 26th.



PRESENTING INNOWIZ - A CREATIVITY METHOD

Innowiz is a creativity method and toolkit developed at Howest. The 4-step-method makes every creative process transparent and tangible and brings structure while solving wicked problems: get to know the essence and context of the challenge, come up with a lot of fresh ideas, look for arguments and choose wisely and communicate your solution! In each step you can experiment with many creativity techniques breaking up with classic thinking patterns and add extra salt and pepper. Finally, the techniques are translated to easy-to-use tools. The user is challenged to experiment with all those ingredients and create their own toolbox.

Since 2007 the knowledge about applied creativity is passed on to the students of industrial product design at Howest, to support them in their daily search for added value. They combine several inspiring digital tools with paper templates to make small steps in a fast yet complex process. At the same time they leave traces and document the progress. The last few years Innowiz has been asked to facilitate creative processes and brainstorms for the producing industry, local governments or even organisations in different sectors like health, tourism, communication, etc... for that reason Innowiz started their own webshop, offering several products, services, workshops or events. Get more information at:

www.howest.be/innowizwebshop



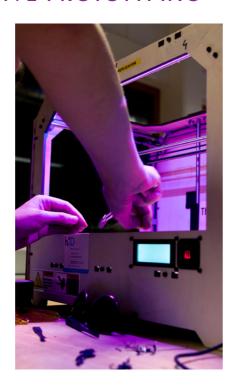


REGISTER NOW! SUMMER SCHOOL CREATIVE PROTOTYPING

Next August, Howest Industrial Design Center, BUDA::lab Kortrijk and the CCC reloaded: Crealab partnership, plans a summer school creative prototyping. Are you interested in trying out different prototyping tools such as laser cutting, 3D printing, wood turning, welding techniques, plastic shaping processes, clay modeling, foam modeling, arduino electronics and finishing techniques for 3D models...? Creative Prototyping summer school, gives an opportunity to designer professionals, engineers, (PhD) students, teachers, researchers and creative-technical people from all over the world to train their model making skills. Intensive and hands-on workshops, practice and a lot of fun are on the menu of the week. Every workshop is set up as a 'learning by doing' experiment. Are you in from August 24th till 28th? Browse www.howest.be/summerschool



The European Regional Development Fund



TO MAKE THINGS BETTER: THE CREALAB EVALUATION TOOL

In the past six months, several creative workshops have been organised on different occasions all around the North Sea Region. For these workshops, different formats and approaches have been used to meet the needs of specific audiences. People in a variety of fields and industries from elderly care, bio-based materials to dance got introduced to creativity methods, service design, innovation and design thinking, led by professional designers, artists and consultants.

To measure the impact of these one-day or long-term trajectories, all participants completed an online survey measuring not only the quality of the workshop, but mainly the direct effect of this format on themselves or their organisation. These participants will be interviewed again after six months to detect long term effects. So, although it's too early to draw final conclusions, some first trends can already be mentioned.

A first trend, to be proud of, is the overall feedback by more than 350 participants grading the events with top scores. But, a critical reflection has to be made. Almost all participants seem to have at least a basic experience in creativity and indicate to be "open minded" or "believers" of creativity. Whereas the current workshops also want to reach people new to creativity in general. This also means the participants of these workshops know what to expect, so don't get surprised by the content of such workshops, what contributes to the positive responses. In contradiction, the workshop facilitators mention that not all participants are that skilled in innovative thinking and creative methods as they indicate in the survey.

As a second conclusion, as always, participants experience these workshops as educational and inspiring, often a kick-off for new ideas and innovations for themselves or their organisation.

They often indicate there are intentions or even actions undertaken by their organisation to implement new methods in their day-to-day operations. But, the survey shows they need more than just a workshop! The demand for creativity tools, long term trajectories, adapted workspaces, new working formats, databases and other resources is clear. Where these workshops clearly have a positive impact, these long-term demands are probably the necessary ingredients for long-term success. This also shows that any workshop, lecture or event needs to be part of a bigger framework able to answer these needs. Organising the event for the sake of the events is not sustainable at all.

Finally it's clear. Companies and organisations need "Agents of change" to get them to do something they've never done before, unexpected!









5X5 OF DESIGNREGIO KORTRIJK

The new 5X5-project of Designregio Kortrijk has reached a new milestone. Five ambitious companies from the Kortrijk region are currently developing brand new innovative products and services. Last November they enrolled in the "one year" 5X5-project. Each company is matched with a designer-duo, an experienced senior designer and a fresh junior.

Copahome, an "indoor window fashion" and "outdoor sun protection" expert is matched with Studio Dos Santos and juniors Mathieu Bellens & Olivier Caluwier. Domotic Lounge a supplier of domotic solutions works with Concrete and junior Matthijs Stichelbaut. Euraqua, an expert in water treatment solutions,

is guided by Pars Pro toto and junior Wendy De Moor. Household appliances brand Novy works with design consultants Verhaert and junior Orlando Thuysbaert. Kitchen and bathroom creator Vika is coached by designer Jean-François D'Or and junior Frédérique Ficheroulle.

This 5X5-project was kicked-off with an Innowiz innovation workshop matching the companies and designers, mapping out their strategic approach for the upcoming year. These five trajectories are monitored as part of the CCC reloaded: CREALAB project to measure the overall outcome and specific impact of creativity, innovation and creative professionals on business. Previous editions

have proven to be very efficient, delivering some award-winning products and new company strategies. With this new approach even better results are expected.

The results of the project will be presented at the Biënnale INTERIEUR in October 2014.



CCC RELOADED: CREALAB NEWS-FLASH

European Cooperation at its best

Success! On the 3rd of March an information event concerning the new INTERREG 2014-2020 Programme took place at the "Alte Schnapsfabrik" and the BRENNEREI next generation lab. More than 100 Participants enjoyed the PechaKuchas and lectures, moderated by Willem Stortelder from the Netherlands. The information event was organized by the Building Senator of the Free Hanseatic City of Bremen.

At the end of March, on 25th and 26th, a two-day Design-Thinking Workshop about the procurement of school lighting systems took place at the "Alte Schnapsfabrik" and the BRENNEREI next generation lab. 40 participants of different professions, from the janitor to the Phillips-Engineer, came up with new lighting-solutions for schools. The workshop was held by Prof. Christoph Lattemann und Prof. Steven Ney from the D-Forge at Jacobs University Bremen and organized by the Finance Senator of the Free Hanseatic City of Bremen.













CCC RELOADED: CREALAB NEWS-FLASH

New Scholarship started at **BRENNEREI** next generation lab

On April 1st the six-month scholarship started at the BRENNEREI next generation lab. A lot of work is waiting for the eight graduates from design, media and urban planning until the final exhibition in September. First workshops with the project partners consider it GmbH and the Department City Marketing, WfB Bremen Economic Development, and experts from tourism and traffic planning will be held. The workshops are the kickoff for the project Bike it! and Brand Reception and Communication in good and bad times. In further workshops the graduates will learn the Design Thinking approach in cooperation with the Jacobs University and 3D-Printing in cooperation with the University Bremen.



New staff at Wischmann Innovation

A new member in Wischmann Innovation, Jacob Krüth, has joined the team and are now teaming up with Niller Wischmann on the project management, planning and execution of the workshops. Jacob has a background from the telecommunications industry and has been running various innovation workshops during the last five years both in Denmark and abroad.

Bamboo hands-on workshop in Groningen

In November, the general audience, students, researchers and professionals met in an afternoon bamboo introduction workshop. The participants were invited to participate in the bamboo building process. They co-constructed a bamboo installation in a playful way. In this workshop the dissemination of innovative materials and solutions was combined in a playful way. Moreover the potential end-users and the professionals were connected in the handson creative Energize festival context, organized by PSI research group, Hanze University Groningen.



In the Bio-based materials in progress-workshop young researchers from Art Academy Minerva worked on experiments with bio based materials. The young researchers worked as catalysts for innovative solutions with House of Design designers Marjolein Perin and Sarah Sixma, Joyce Kuik / Eggworks studio for Architecture, supervised by the PSI research group, Hanze University Groningen. The outcomes of this workshop were exhibited in the Energize festival in Groningen en later in Leeuwarden (NL). The movie (www.youtube. com/watch?v=T7hKJhBYyFg) bio based materials by Jurrien Veenstra, Jesper Veltrop and Rieke van Dijk experiments won the Energize GasTerra audience award.

















CALENDAR

April 24 - April 27

jazzahead!

Bremen, Germany www.jazzahead.de

May 5 - May 11 **European Week**

May 6

INTERREG V conference "Transnational collaboration in Europe" Berlin, Germany

May 14 - May 15 **CCC** mid term event Kortrijk, Netherlands May 26 - May 30

GameJam

Dundee, UK

http://globalgamejam.org/2014/jamsites/dundee-scottish-game-jam-abertay-university

June 8

Dublin ECCI Conference

Dublin, Ireland

www.eaci.net/EACI/Conference_next. html

June 21 – June 24 Designweek Kortrijk Kortrijk, Netherlands www.interieur.be

June 25 - June 26

Interreg Joint Annual Conference

Aberdeen, Scotland www.northsearegion.eu/ivb/news/ show/&tid=742

August 24 - August 28

Summerschool Creative Prototyping

Kortrijk, Netherlands

www.howest.be/summerschool

CONTACT DETAILS

WFB Wirtschaftsförderung Bremen GmbH Andrea Kuhfuss, Jésus Zepeda Langenstraße 2-4 28195 Bremen

Andrea.kuhfuss@wfb-bremen.de, T +49 421 69 69 899 12 Jesus.Zepeda-Juarez@wfb-bremen.de, T+49 421 96 00 334 www.wfb-bremen.de

IMPRINT

The WFB Bremen Economic Development Corp. (WFB Wirtschaftsförderung Bremen GmbH) and its subsidiary, the Bremen Bank for Economic Expansion (Bremer Aufbau-Bank GmbH), is the state of Bremen's central service provider for regional and business development.

The WFB Bremen Economic Development Corp. is domiciled in Bremen and is registered in the Commercial Register at the Bremen District Court under no. HRB 3354.

VAT ID number: DE114413816

WFB Bremen Economic Development

Corp.

Kontorhaus am Markt Langenstraße 2-4 (Entrance: Stintbrücke 1) D-28195 Bremen

Tel.: +49 421 / 96 00 - 10 Fax: +49 421 / 96 00 - 810 mail@wfb-bremen.de

The following have power of representation: Andreas Heyer (CEO), Michael Göbel, Hans Peter Schneider, Dr. Klaus Sondergeld

Board of Directors:

- > Andreas Heyer (CEO)
- > Michael Göbel
- > Hans Peter Schneider
- > Dr. Klaus Sondergeld

The Bremen Bank for Economic Expansion is domiciled in Bremen and is registered in the Commercial Register at the Bremen District Court under no.

HRB 7971.

Bremer Aufbau-Bank GmbH Kontorhaus am Markt Langenstraße 2-4 (Entrance: Stintbrücke 1) D-28195 Bremen

Tel.: +49 421 / 96 00 - 40 Fax: +49 421 / 96 00 - 840 mail@bab-bremen.de

The following have power of representation: Jörn-Michael Gauss, Ralf Stapp Directors:

- > Jörn-Michael Gauss
- > Ralf Stapp

Editor: WfB Bremen Economic Development Corp., Jann Raveling Translation: Lara Goldsworthy Design: Saskia Burghardt



