

Membership Application
ENOLL 5TH WAVE

(ALT) AUDIOVISUAL LIVING LAB TERRASSA

1. Basic Facts

Living Lab (host) organisation	
Living Lab short name	ALT
Living Lab full name (title)	Audiovisual Living Lab Terrassa
Host organisation name	Parc Audiovisual de Catalunya
Host organisation VAT number	B64259922
Host organisation type	Audiovisual services provider – Local Administration Company
Postal address	CTRA BV-1274, km.1
Post code	08225
City	TERRASSA
Country	SPAIN
Telephone	(34) 937875959
Fax	(34) 937875944
Web-site (URL)	www.parcaudiovisual.cat
Living Lab established [year]	2010

Living Lab manager / main contact person	
First name	JORDI
Last name	HERNANDEZ
Title (Mr/Mrs/Ms)	Mr
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Post code, City	08225
Country	Spain
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2. Membership Motivation

ALT (Audiovisual Living Lab Terrassa) is a unique, well-built and brand new step within the audiovisual content production and investigation. Essentially our work is aimed at supporting the audiovisual industry in the creation of new formats with the creative help of future audiences. Becoming a member of ENOLL is the natural process to increase and share our knowledge. Increasing the opportunities of collaboration, open creation, co-developing and co-participation among the ALT members and the others agents of the ENOLL Network.

The audiovisual industry is considered strategic by the local authorities for the development of the territory.

The audiovisual sector is a clean, difficult to offshore because of its important cultural component. In order to develop a solid industry, audiovisual is facing important changes currently affecting the industry such as technological or distribution concerns, as well as increased globalization of the market. ALT is part of the Parc Audiovisual de Catalunya, industrial park focused on the development of the creative sector in the region, as the facilities for the development of local and regional policies to support the filming and audiovisual industry.

ALT as part of a project run by the local administration focuses on advising and supporting new creators, in both, traditional narrative projects as in the development of innovative forms. ALT tries to protect the entrepreneurship, to provide them with opportunities and to reach together a successful goal. But it's time to grow up, to enrich the local reality looking for a global impact. Therefore, to be member of ENOLL becomes the logical consequence, the next right step to take.



Parc Audiovisual's facilities have hosted hundreds of shootings, and a lot of world stars



ALT is still an embryo of a Living Lab. However, is special because is focused on the audiovisual production. What does it mean? Sometimes we think that a movie, TV program or commercial is not more than a creative artefact made by some "genius". ALT says "no". An audiovisual content is as industrial product as a cell phone can be. And we must study it in the same way, we must design prototypes and we have to ask our community (the future user) about it. ALT is working hard in co-creating contents (e.g. it is putting together "social teams" with TV's developers). In several of the main projects that are now running, some "social teams" – senior, junior and secondary professors participates on it - "play" together with the aim of discover new ways to face new TV programs.

In this case, the DocuSoup genre has suffered a brand new “interpretation” that we can see soon in a Spanish TV channel. Unfortunately, in this case, the social test will be in a “real time”.

Nowadays, we are still working to reach a big enough community to test the contents before broadcasting them; this will be the next step to take. But this part can be really easy for us, because as a company of the Terrassa City Major we can manage a potential population of more than 200.000 inhabitants; ALT can take social profit of a backbone of social centres, schools, universities – of Cinema, Theatre, Engineer -, cinemas, museums... All of them closely related with the City Major’s departments.

We are sure that ALT can offer experience and valuable knowledge in following operational ENOLL Work Group :

- Future Internet, Living Labs and Social Innovation Convergence Work Group

And of course, ALT can work hard – and play an interesting role- in some Sub Groups like:

- Social Innovation. Social Inclusion
- Creative Media. User driven contents. Social Networks. Web 2.0

ALT offers more than 5 years of experience in the audiovisual production; it has resulted in gaining a real knowledge of what does a media content means, what does it implies, who does it work in, and finally, ALT is exploring what does the audience wants... but not only at the end of the process! But answering the question: what would happen in our TV if the audience could take part in the creation of the contents?

All the facts related with this question are part of our day-by-day work as LL, and the reason because we expect to improve together with other projects like our one. We don't have plans yet to apply for effective membership at ENOLL, this request to be part of ENOLL association is to start collaborate and learn and be able to evaluate our needs and how we can be more active and contributors, our enthusiasm makes us believe as possible to request our inclusion as a more active member of ENOLL at the end of 2013

3. Description and Characteristics

ALT is like an “organic computer” where any person within the industry can type a question or desire: e.g. “I would like to make a TV program about young people’s vital goals” and ALT is able to ask you with a 30 minutes video “prototype” about four boys that live together in an apartment. Finally, this video will be a “sitcom” or a “docusoap” depending on the opinion of a potential audience. ALT adapts its offer in case the person/company whose is using the “computer”. If you are and entrepreneur, ALT offers you the opportunity to develop an idea but always after have studied your case and have made a business plan – it’s absolutely necessary that your project assures an economical sustainability-, but the ALT support is absolutely free. In other hand, if you are a content producer like a TV

channel, ALT can work with you in the creation stage, in the production one and finally, in the test. You decide what you want. And the service's fees are the sustainability of the process, the economic feedback, just like if the professionals would pay the young's entrepreneurship.

Therefore, ALT is your partner in the creation, production and test of any audiovisual content.

The special characteristic of the LL is this specific area of interest: the audiovisual production.

4. Organisation

Overall, the City of Terrassa is the main actor of the ALT, and not only the Council but also the people. The City has been recently recognised as an example of "Innovation City" for the Spanish Science Ministry who have empathized the important role of the University placed there: where you can course since Aeronautics studies, to Electronic, Industrial, Textile, Cinema or even Theatre. In addition, they have considered the Parc Audiovisual's (PAC) activity as essential - a local government platform that, for example, gives the opportunity to the post-graduate students to match with the "real world" of the market -.

And, in other hand, PAC is a site where private companies are placed (more than 20), all with multiple and innovative skills – since virtual and real design, computer science, virtual stages and to "state of the art" broadcasting through the Web –. It enriches this ecosystem with the power of the knowledge and experience. ALT match entrepreneurs with these companies, also with Business Angels (BANC, www.bancat.com) and finally, with the users: the whole city will be the creative area, and ALT spread its influence thanks to the Council's departments and also, trough other open platforms like Facebook or SecondLife. E.g: One of the projects focused on improving this participation - face to face - has been an amazing Cinema Contest, where the secondary schools' students of the city are the participators – the last edition they were more than 700 – and which produced short films (30) that finally were showed in the Catalunya Cinema of Terrassa. However, the Contest is just a little excuse. The previous training that the teachers receive in the ALT headquarters is the main aim. They learn the fundamental basis of the audiovisual language, and two professionals of the Parc Audiovisual teach them how to explain it later to their students. By sewing this connection: professional-professor-student, we are sure to reinforce the industry from its tender roots and the results are wonderful: dozens of students interested in media production, scriptwriting, filming, or even those ones which want to start a little production company... Actually, they really are the main characters of this performance!



ALT is been built over the shoulders of a big company: Parc Audiovisual de Catalunya (PAC) and several – perhaps all - of their professionals are working in the both sides, because it's impossible to understand ALT without PAC. However, there is an executive team that has headed the design and developing of the Living Lab:

- **Joaquim Berenguer:** service manager of PAC with an extraordinary knowledge of new technologies and social media. He's a designer and expertise in what is "behind" the images. He's got a lifelong experience in facing the new changes of technology and design, e. g. He was a pioneer of Internet in our country.



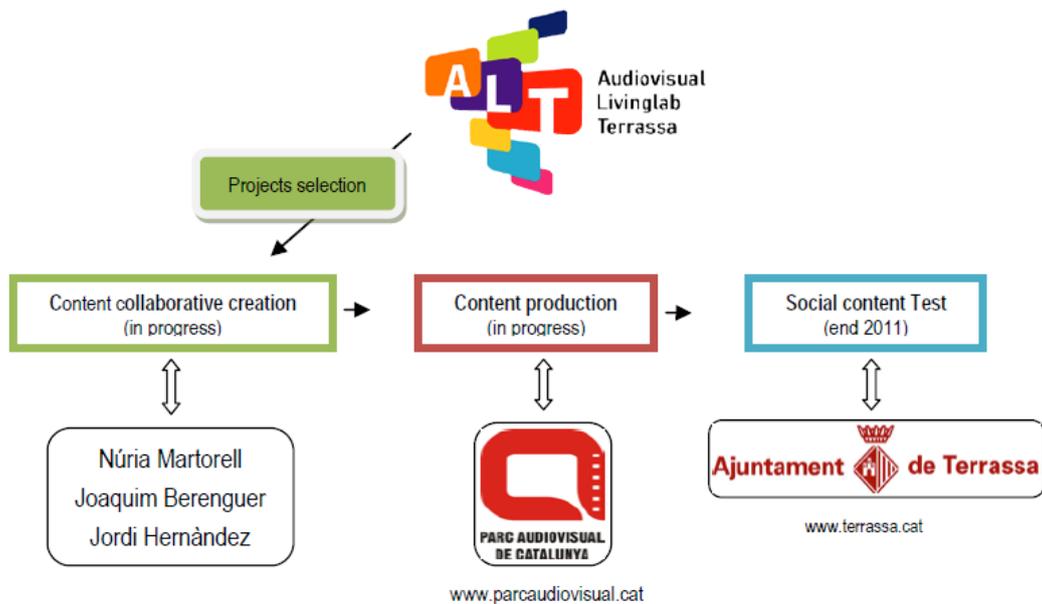
- **Núria Martorell:** She's an expertise of companies' coaching. Nowadays she's improving the work methodology of the collective creation, the first stage of the LL. Also she's coursing the PhD of Psychology. She offers a splendid accompaniment and assessment to the new entrepreneurs.
- **Jordi Hernández:** technical and innovation manager of PAC. He's the head of the ALT, with two University degrees: one in Telecommunications' engineer, and the other, in Cinema and Audiovisuals. Also, he's got experience in cinema production, education and technical management. This multidisciplinary knowledge it's been a good starting point for the ALT project, an interesting "primordial" melting pot of previous ideas, utopias and realities.



There is no a previous experience in other LL because these professionals have provided solutions to a unique new challenge: the need to offer a way to produce quality audiovisuals contents that people finally like to see. The ALT is the tool designed specifically for it.



Organization scheme:



Education
 Business Plans of incoming projects
 System methodology
 Design of the activities related with the collective creation
 Managing of the collective creation sessions
 Resources' management

The decision process is really simple: A commission of expertises- composed with multifaceted professionals: production, managing, sales – determines if your project fits the ALT premises:

- Economical sustainability
- Involves local agents: students, professionals, services, universities...
- Explores new formats of the audiovisual contents
- Its economical impact goes beyond de local market

After have succeeded in this application, your project becomes an ALT's project. And it means that you will be helped to develop your business plan, but also, to improve your idea. A social team – composed with some Terrassa citizens – will collaborate with you to shape your content,- even to transform it thanks to a fantastic feedback.

Different sort of activities are designed to promote the collaboration and co-creation. Finally - when your idea is more than writing, or a draw, or a computer code - just when you may go further, it's time to produce the prototype. Parc Audiovisual offers you all its facilities to make it possible.



In a strategic level, the decisions related with ALT are established for the Director Manager of Parc Audiovisual - who's also the direct link with the Major of the City - and in collaboration with the executive team mentioned above.

In other hand, ALT is working closely with an Effective Member of ENoLL:

- I2CAT Foundation "i2Cat Catalonia Digital Lab"

5. Openness and Resources

ALT's first commitment is with the open creativity. We think that's time to open the windows of those dark rooms where the scriptwriters smoked tons of cigarettes - while they were waiting for a fantastic new idea to show on our TV's - . Definitely, it's time to play together with final users, to match the creators with the audience; it's time to melt all of them in order to reach astonishing results. We believe in the collaborative creation and it implies the fact to new IRP concepts.

Therefore, ALT has developed an IRP participation system: all the people - that work in this co-creation-, invest its talent, then, they are a co-producers of the result and in case of a success, they will receive a consideration. All the people interested in the collaborative work must pass a little selection test, not about knowledge skills, but more related with the ability of work in group. After it, it's necessary to sign a first contract – we cannot forget that this is an industrial process- and then, ALT offers a free specific training to all the citizens involved – it is based in the kind of media formats and language – and that's a little consideration for its participation and sometimes becomes the only one (e.g. if they accept to collaborate in an open/common rights project).



ALT is endorsed by the Terrassa Council, the Catalonia Local Government and also, by the Spanish Ministry of Science, that provided – the year 2009- a funding of 5 million Euros. Partly, this money has been necessary to build up a production complex, with two sound stages (1.200m² + 420m²) and more than 2.500 m² of offices departments.

It has become the unofficial headquarters of the ALT, although a LL is too much transversal – and impossible- to fit in just a "big box". Secondly, every project that's accepted in ALT's chain of development has its particular funding plan and sometimes it's appropriate to enlist a Business Angel (even ALT can be one).

The communication plan of ALT depends totally of Parc Audiovisual's Communication Department. Nowadays it's almost finished an independent

website of the LL, but to have the PAC support –web, press impact, Council’s TV and radio – has been extremely important and effective for the LL social impact.

This last point is a good example about how ALT works. It’s a project that has flourished next to the Parc Audiovisual and obviously, they share a lot of resources. Talking about the human team - intensive labour- we could say that there are 4-5 people working “full time” for the ALT. However, it results of measuring the part-time dedication of the full PAC team and even, the efforts of the City Council’s Departments’ people.

<http://www.youtube.com/watch?v=A7Izlh2MzF4> (an amazing example of a co-creation day)

6. Users and Reality

The main principle is that the users give ideas, opinions, and concepts to the content developers. They participate directly in the first – and more important – stadium of the creation. Users co-work, co-create a new product. It’s simple but extremely effective and unique. ALT believes that people has “a lot” to provide to innovation.

This co-creation is closely related with the “playing” concept. We think that the games are a good way to achieve this “realism” because they pretend to be a sort of real life’s chapter. And also, because the games engage people’s interest, motivation, and finally- thanks to ALT’s methodology- you can reach good material just while participators are enjoying. Also and fortunately, the open technologies are a useful method to consolidate this community that keeps on growing day by day.

Users just play. They are the main characters of the game (treasure’s quest, crazy quiz shows, large format performances...) but of course, all of these activities are designed and focused to answer questions – or give rich information – from the content developers. Usually, it’s a 3-steps process and we put together users and developers at the last one. The experience- and the results- is extraordinary worthy not only from the point of view of a sociologist but also – and more important – from the entrepreneurs’ interest.

The concept of all the process is to co-work together but not with the same information.

The players’ got some part of the questions, material, but not too much. While they are playing, several “observers” – which have more information – take notes, while they are trying to decode more worthy material; all of them are video recorded too. Finally, the ALT’s responsables “re-observe” all the process and the material collected and they give another qualitative point of view. But it is not the last one, because the developers transform again the material, they use what they consider or not useful and after it, they make new and deeper questions. This is the starting point of the second step. In the last one (third step), the developers are observers and even they participate directly in the games.

7. Value

One of the main actors of ALT is the Terrassa City Council and its departments. They guarantee us some vital assets:

- Citizens' participation: thanks to the Dept. For Youth and the Dept. for Social Action and Civil Rights Department,
- Economical agents' participation: through the Dept. for Innovation and Development
- Global impact: thanks to the Dept. for European & International Relations



ALT offers to the City Councils' organization the chance to explore new ways of the economical growth and production, civil participation and even, an European impact. (e.g. in the 2009, Parc Audiovisual was recognized as "Best practise in Innovation" by the European Commission)

Other important actors are the different universities placed in the city. We would like to mention the Audiovisuals and Cinema University (ESCAC, www.escac.es). Hundreds of their students have collaborated or filmed for free in the PAC's facilities, and ALT is also a great platform for their start-up projects.

Finally, it's important to write about the professional producers just like the TV channels. ALT is working now with TVC (www.tvc.cat) in the co-creation of a special TV program - a "docusoap" -. This co-creation project is giving us the very valuable knowledge of how users can help in the design of innovative products.

ALT becomes a fantastic asset for those who are starting to develop media contents. They can collect rich information – co-creation - from the final users, which also provide new points of view of the content itself – sometimes it can be totally changed -. At the same time, ALT offers its facilities, services and expertise, to produce the "prototype"; or even, ALT meets the developers with distributors. Nowadays we are facing the last stage of the process: the real-time test over the entire city.

8. Direction and Plans for the Future

We are working with platforms like Facebook and Twitter. We also have experience in the use of virtual worlds as a support for film festival, (Second Life)

The critical success factor and risk is the same one: the audience. Finally, our goal is the same of the content developers: we, as an industry, need to produce products that people like. Our success is our risk. If people accept what we help to produce, then we win! Because ALT's machine will keep on running. But if we aren't able to connect with people's interest we fail – and also the entrepreneurs that trust in us-. ALT believes in LL philosophy to manage this risk and to transform it in a victory.

Terrassa, 25 March 2011