FUSION

FESTIVALS AS SOCIAL INNOVATION INCUBATORS

FUSION ALLIANCES

Guide & Action Plan (Germany)

Based on experiences of FUSION Alliances

(Germany, Ireland, Denmark, Spain) April 2023

2023
Alliances Report & Action Plan

By
Momentum, Ireland

www.fusion-project.com

INTRODUCTION & WELCOME TO FUSION PROJECT

Experts on festivals and youth work have joined forces to create a tailored suite of *open-access and free* resources so that festivals can realize their potential as platforms for social innovation.

Vision

The project vision is to empower festivals to act as social innovation incubators that empower young people to realize their potential to change society and will inspire them to tackle social issues in innovative ways beyond the scope of the event itself. As importantly, FUSION will enable young people/organizations to use festivals as a stepping stone to implementing their own ideas, products, and technologies for the benefit of society.

Mission

FUSION enables festivals and youth organizations to collaborate and unlock their potential for social innovation by providing them with a tailored suite of resources. These include a good-practice guide with festival initiatives from across Europe, a toolbox for developing social, innovative projects at festivals, Online Educational Resources, as well as Alliances and Action Plans focused on social innovation at festivals.

The Why of Our FUSION Project

Social Impact and Innovation through the medium of festivals is a rapidly evolving and growing occurrence. More and more festivals are being seen as spaces to foster a sense of belonging, community spirit, diverse cultures, and civic action. However, for some, festivals are generally still considered places for people to gather solely for spectacle and entertainment, which has left their potential as spaces for social impact and innovation go under the radar. The FUSION project aims to foster collaboration between social impact organisations, and stakeholders in the youth sector so that festivals can become incubators for new social innovators. Within this ambition, Alliances bring together festival organisers, youth workers, young people, and other stakeholders passionate about being part of a European network that creates a supportive environment for the development of social enterprise, impact, and innovation.
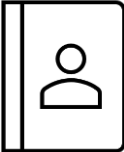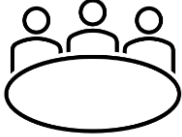
Welcome from the FUSION Team

FUSION Project is a pan-European, EU-funded project with partners from six different countries. The FUSION team combines expertise on social innovation, youth work, and festival life – topics that go together much better than you would expect.

German Alliance Partner, [Take a Stand](#)
Danish Alliance Partner, [Roskilde Festival](#)
Irish Alliance Partner, [Momentum](#)
Spanish Alliance Partner, [BackSlash](#)

Our work is supported by our evaluation partner [Istanbul Economic Research, Turkey](#), and our technical partner [Canice Consulting, UK](#).

What are the FUSION Resources?

FUSION gives you all the tools that festivals and youth workers need to understand and unlock the power of festivals as social innovation drivers for youth empowerment. There are 3 key resources:

FUSION GUIDE	FUSION TOOLBOX	FUSION ALLIANCES
Is full of good-practice examples of innovative projects from festivals that give you inspiration about young social innovation education at live events.	Guides through the project development process in 8 stages and incorporates multiple social innovation and educational tools that help festivals, youth organizations, and young people collaborate and start their own social innovation educational projects.	Connects festivals, youth (events) organizations, social innovators, educators and young people across Europe, particularly Denmark, Ireland, Spain, and Germany. They demonstrate how collaborative alliances regionally and nationally can achieve the best potential for social innovation, youth, and education.

FUSION Project Key Links

FUSION Official Website	https://fusion-project.com/
Guide	https://fusion-project.com/fusion-guide/

Toolbox	https://toolbox.fusion-project.com/
Alliances	https://alliance.fusion-project.com/
Partners	https://fusion-project.com/fusion-guide/#team
Facebook	https://www.facebook.com/festivalsforsocialinnovation

The Power of FUSION Alliances

The **project Alliances** aim to achieve a close, collaborative relationship between two or more entities that share complementary assets, strengths, risks, and rewards to create increased value or competitive advantage for their customers and their organizations, which would be difficult to achieve independently. Alliance goals include ensuring that partners are fully engaged in the potential of FUSION projects and work so that they take positive actions to achieve their organisational and Alliance objectives.

Alliance engagement is the process of enlisting your partners to stay active in your project, to encourage them to continue to add value to your program. To deepen this engagement process, mutual trust and knowledge of the business must be nurtured throughout the partnership. It is about creating a trusted and loyal relationship between you and your partners. Effective engagement is where Alliance partners share insights and ideas that can help, solve problems, connect people, create meaningful interactions, and build relationships with purpose in a meaningful way.

The FUSION Alliances have the sole purpose of informally uniting for the first time European countries, nations, regions, communities, individuals, and organizations so that they can realize the potential of festivals as social innovation incubators for youth. The key objective of the Alliances is **to implement the mechanisms for sustainable collaboration between organisations and stakeholders at a local, regional and/or national level** so that the new young social innovators will find a supportive environment for the development of their project/social innovation business of the future.

As European regions and communities, we are more than ever before faced with working, learning, playing, and living in unstable environments. The Alliances can actively **assist in integrating and empowering stakeholders involved in youth, festivals, education, and social innovation** so they can assist today's youth to unlock solutions to existing unstable environmental

challenges. The Alliances can help stakeholders enable youth to spearhead their efforts to ultimately expand their skill sets and knowledge so they can impact their communities locally or globally.

Our project facilitates the Alliances by **developing a supportive knowledge exchange environment** and providing the mechanisms needed to develop a socially innovative project for a festival. As part of our project, we have tested the process of setting up four Alliances in partner countries **Germany, Denmark**, **Ireland and Spain**. We share the journey and learnings of this process so that others can replicate, and do their own FUSION magic 😊 .

Alliances Target Audiences

The Alliances are designed for social innovation organisations, youth, educators, and festivals. They can encompass those

- ❖ **involved** in or who would **like to learn** about **youth, education, youth work, youth leadership, festivals and events, social innovation, informal learning…** and how they can positively impact our societies.
- ❖ interested in participating in economic, social, and environmental **youth development** and **regeneration, cultural innovation**, or **social inclusion.**
- ❖ who are a **young person or group of young people who want to be involved in change.** This could involve learning new solutions about the circular economy, climate change, tackling poverty, improving unemployment, strengthening your community, tackling homelessness and hunger, or any other social issue.

By design, the Alliances actively educate and work with their target audiences and members to:
- ❖ **Learn from the best** by engaging with stakeholders and experts in social innovation, festivals and youth education fields across Europe.
- ❖ Come up with country and organization-specific FUSION **design solutions**.
- ❖ Learn how to **collaborate, plan, problem-solve, and communicate** under the FUSION banner.
- ❖ Bring **FUSION ideas to reality** in a way that spurs exciting and memorable value-enriched learning.
- ❖ Enjoy building a **strong sustainable economy** and a **better society** for tomorrow's adults.
- ❖ Connect with **existing and emerging young social innovators** to join a sustainable and positive impact ecosystem.

The Alliance Framework

The Alliance Meetings Should be Governed by Opportunities & Start with the End in Mind!
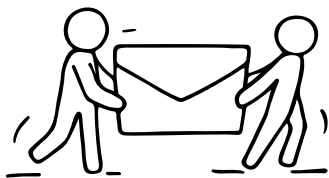
What you want to achieve in the end, you should gear towards your agenda's key objectives, SWOT Analysis and Action List – like a wish list or vision of your Alliance. All members should agree with the approach, purpose, tone, pitch, and objectives of the Alliance and the meetings should follow suit. Here is an idea of what your Alliance Framework should look like.

Pitch, Tone, and Format

- ❖ Supportive   Expertly-led   Structured   Informal
- ❖ Informative   Collaborative   Engaging   Creative
- ❖ Innovative   Valuable   Local, Regional, National or European

- ❖ **The Alliances Format** can be hybrid, face-to-face, Zoom with complementary discussions, workshops and/or focus groups, etc.

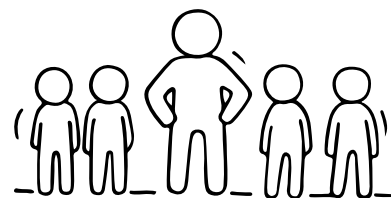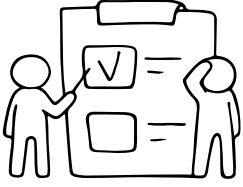| Invitation for Alliance Recruitment	3 Meetings	1 SWOT Analysis
Covering geographical scope (e.g., national or regional) to Social Innovation Organisations, Educators, Youth, and Festivals	*Focusing on Introduction and Objectives, Collaboration & Alignment, Project Development*	*Assessing the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats for the potential of festivals as platforms for social innovation (Social Innovation, Youth, Education, and a Festival as the educational platform)*

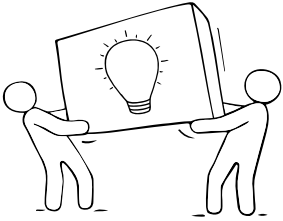|	1 Alliance Guide with Project Partners Alliance Meeting Samples & 1 Action Plan	
Meeting Materials *Agenda, Minutes, Members Sheet, Questions, SWOT Analysis*		**Celebrate and Sustain Alliance** *Maximising Future Potential and Alliance Opportunities*

Meeting 1 Meet, Greet and Share	**Meeting 2** Interaction of Great Minds	**Meeting 3** Development of a FUSION project
❖ All come together for the first time, **introduce yourselves** and FUSION themes as an objective. ❖ Inform the group how you can **contribute** and what you **hope to achieve** from the Alliance. ❖ Actively engage and **inspire each other** by learning from the FUSION	❖ Great minds return together to **activate ideas, exchange and pool resources and knowledge exchange.** ❖ **Answer Questions List** ❖ Go through **SWOT Analysis** ❖ Introduce the **Action Plan** ❖ Formalise the **vision, mission and objectives** of the Alliances project.	❖ This meeting will discuss further the **activation of a potential FUSION Alliance project.** ❖ **Develop implementation and Action Plan** further to activate a FUSION project. ❖ Decide **who needs to be involved,** is there anyone missing or needs to be recruited

project **guide, toolbox** and the Alliances. ❖ Get to work by introducing the **Questions List** and **SWOT Analysis, and Action Plan** prescribed by the **Alliances.** ❖ The next meeting will form a basis for feedback, answers and discussions around the **Questions and SWOT Analysis.**	❖ **Extend the partnership** if possible. ❖ Discuss how to **future communicate** and **collaborate for future meetings**. ❖ Decide on the **Alliance project development** and how it is going to work, who will be involved, when it will happen, the theme etc.	❖ The **roles, and responsibilities of** different members from education, youth, social innovation etc. ❖ The **longevity** of the Alliance will also be discussed.

Solutions Delivered by the Alliances

The Alliances are engaging, inspiring, creative, innovative, valuable, European-focused, supportive, expertly-led, structured yet informal, informative, and collaborative forums, through which all members and stakeholders benefit from the solutions.

The purpose of the creation of a FUSION Alliance is to encourage cooperation between the multi-actors that typically do not work together, including **youth organisations, festivals, educators (non-formal and formal), and social innovation bodies, e.g., NGOs and cause-based organisations** that will benefit via the exchange of information and resources from different perspectives. Some headline benefits of Alliance involvement:

Bring Great FUSION Project Minds Together by bringing potential FUSION stakeholders together so they can engage in the benefits of FUSION networking collaboration and knowledge exchange.	*The Alliances are designed to **recruit, motivate and involve relevant regional stakeholders** in your area (local, regional, or national).* ***Gain access, support, and new knowledge and build new synergies** by engaging with FUSION experts, learners and stakeholders in FUSION themes (education, social innovation, youth, and festivals).* *Together **communicate, interact, discuss, share, create, and engage to bring FUSION project potential and ideas to reality**.* *Develop cross-sectoral relationships and networks within the region to **share resources** and try to **solve social innovation challenges*** *Gain deeper knowledge by **sharing and learning from each other**, especially through **storytelling, sharing skills and good practice, winning advice, and experiences**.*

Assess the Potential and Create an Alliance Project by organising a regular formal meeting structure so Alliance members can actively and collectively develop a FUSION-themed project.	*Take full **advantage of achieving more together** than you can do separately as FUSION partners.*
	*The Alliances are designed to assess the potential of a social innovation, youth education project at European festivals through the creation of a formal**, collaborative, supportive regular meeting structure** (at least 3 meetings).*
	*Members come together to assess the **potential of an Alliance project** by conducting a **SWOT analysis** and developing a clear **Action Plan.***
	*Learn how to **discuss and work together** through regular **discussions/workshops/interactions** as part of the Alliance meetings. It is always good to get **inspired by existing festivals** in your country that already apply ideas similar to FUSION and get to meet and learn from them. **Make experiential visits as part of your Alliance by attending other festivals** aligned with the themes or a combination, so that collaborative alliance members can learn about existing social innovation priorities, potential, challenges, needs, different approaches, ambitions, and environments.*
	*Come up with a set of **aims and objectives** that are endorsed and agreed upon by all members so that a potential Alliance project can be developed strategically.*
	*Gain from enriching and **better support skills development** in the field of social innovation and **knowledge** across **wider organizations,** individuals, educators, youth, and companies that can lead to **better project design, implementation, dissemination, and exploitation**.*
	*Explore how you can actively activate an Alliance project by **pooling resources** and **creating synergies** to support each other rather than continue and implement without support separately.*
	*Gain **critical mass to have greater influence**, so you can start a social innovation change movement **by speaking in a common voice** in your regions, which will ultimately have a greater impact on youth and combating social innovation challenges.*
	*Once a project is activated, learn and share how you can **improve future approaches, document them, and share them to encourage others to follow suit.***
Activate Youth to Solve Social Problems.	***Build more capacity and mobilization to youth** so they can **achieve and implement their social innovation ideas and projects,** engage in the spheres of **resolving and rectifying social innovation challenges, feel empowered, gain knowledge and be actively supported and***

Educate young people across Europe on how to activate social innovation initiatives using festivals as a strategic platform.	*mobilized by an Alliance. They will also **gain the intellectual and resource capacity** to effectively work with other youth rather than working alone.* *Learn through **new innovative educational festival platforms** how important fields in social innovation and youth can work together to be **creative, form design solutions, and explore and solve problems.*** *Be **educated alongside leading** organizations so that together they feel connected to sustainable social innovation via a regional impact ecosystem (FUSION Alliance and project.)* *Build on and merge social innovation, festival, and education **design solutions that tackle youth disengagement**.*
Exploit the Potential of the FUSION Alliance Resources by creating awareness and distributing the FREE alliance resources to potential target groups so that future alliances can be developed across Europe.	*Further create and build on the existing Alliance resources by providing a further dedicated set of customized FUSION Alliance **Resources, SWOT Analysis** and complementary **Action Plan** that reflect each **Alliance's key drivers and target group needs.** Other potential future FUSION Alliances can take advantage of such resources and exploit their potential.* *The **Action Plan** will particularly set out a model of collaboration, information sharing, and improving/supporting young people's access to social innovation awareness and knowledge capacity. It will guide Alliances participants, particularly to an agreement and commitment to **concrete actions** to support other grassroots activities according to the **FUSION ideals** in their organisations and regions. These concrete actions will act as guidelines for FUSION longevity.* *Build on the potential of FUSION Alliance projects and the **provision and accessibility to more inspiring talks, informative advice, amazing stories, tools, talks, powerful case studies** and so much more so that FUSION can **evolve and disseminate** across Europe as a **fantastic educational platform**.*

FUSION ALLIANCE ACTION PLANS

An **Action Plan** is a list of key tasks that need to be undertaken to achieve a particular goal or bring about a particular change. Action plans differ from to-do lists because they focus on a single goal. An action plan states what needs to be done, by when and by whom.

Action planning is the process used to develop an action plan. It includes identifying the issue or problem clearly, developing specific and measurable actions, involving others and clarifying responsibilities.

Strategic Fusion Alliances Action Plans are formed so that Alliance members can achieve their objectives and benefit from an Alliance project as a collective. It is designed so that all members can follow a sequence of steps and activities to ensure the success of a project. The result is that all beneficiaries will receive added value, understand and take responsibility, have a role, pool complementary resources, and generate collective impact for their organisations, regions, and the recipients (youth).

In our ERASMUS+ funded project, Alliances were formed to support the work of the transnational partners within a localised context. FUSION Project partners developed four Alliances, which consisted of a series of each partner conducting **3 key meetings and 1 final meeting with a public FUSION wrap-up event**, in particular to promote and advise on the development of the project resources and pilot Alliance formation. The Alliances identified and agree on actions within their local regions that could deliver local social impact to their target audiences through festivals and underpin the future longevity of similar projects.

The Alliances formed sustainable collaborations within the fabric of their communities, some extended to the regional level and some with national impact. At their core, Alliance members have been enabled to ensure new young social innovators of tomorrow and supportive organisations can find an innovative environment via festivals to develop their social innovation initiatives.

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GERMAN ALLIANCE
ACTION PLAN

2023
Action Plan

By
Take A Stand, Delta 1
& YOUROPE

www.fusion-project.com

1. Getting ready

Prepare and install the German FUSION Alliance

1.1 Pre-Alliance process:
- Development of supporting resources (e.g., [FUSION Guide](#) + [FUSION Toolbox](#))
- Setting up a [website](#)
- Making first-hand experiences of social innovation at festivals at [partner meeting at Roskilde Festival 2022](#)

1.2 Define a purpose for the German FUSION Alliance:

Describe and define the **potential of festivals as platforms for social innovation** by looking at it from different perspectives.

1.3 Define the focus areas (in our case, as per project description):
- Education
- Social innovation
- Festivals
- Youth work

1.4 Define the framework

As per FUSION project outline: 4 Alliance Meetings, online or in person (4th meeting was the FUSION Multiplier Event, where the Alliance's results were presented to the public)

1.5 Recruit participants

Acquire participants from the four focus areas. Either by asking people from your network informally or by inviting people you don't have a strong connection to, but who you think might fit well into the alliance.

[List of German Alliance participants sorted by focus group](#)

1.6 Meetings: set dates
- **1st Meeting (February 23rd, 2023)** – internationally, with participants from all 4 FUSION Alliances, and thus online. Language: English
- **2nd Meeting (March 9th, 2023)** – online or face-to-face? We did it online, because a) our team isn't located in a single place and b) our participants came from all over the country; do it locally or nationally? We did it nationally with participants from all over Germany. Language: German
- **3rd Meeting (March 9th, 2023)** – same as above
- **4th Meeting (April 28th, 2023)** – the German FUSION Multiplier Event. Language depends on the members of the audience

Alliance Meeting No.1   (February 23rd, 2023, 4 - 5.30 p.m.)

Meet the peers

- ➢ Meeting Agenda was set with the whole FUSION team
- ➢ Meeting goal: setting the stage, bringing people onto the same level of information
- ➢ Sending personal invitation, e.g., with Eventbrite registration
- ➢ Introduction of the project/the resources (see presentations on social innovation, FUSION Guide, FUSION Toolbox, FUSION Alliances)
- ➢ Short introduction of participants only in the chat (to save time due to high number of participants and limited time)
- ➢ Interactive component, e.g., through Mentimeter to integrate participants early on (see presentation)
- ➢ Present all four dimensions (education, social innovation, youth work and festivals); catch participants' attention with interesting good-practice examples
- ➢ See results: Results from interactive Mentimeter presentation
- ➢ Record meeting for people who can't attend (watch it here: YouTube)

Alliance Meeting No. 2   (March 9th, 2023, 4 - 5.30 p.m.)

The SWOT Analysis

- ➢ Meeting agenda set by the German FUSION team
- ➢ Sending personal invitation for meeting #2 and #3 to participants at the same time
- ➢ Short recap of results of meeting #1 in the beginning of the meeting #2
- ➢ SWOT Analysis chosen as framework for this meeting
- ➢ Record meeting for people who can't attend (watch it here: YouTube)
- ➢ Have someone take notes during the meeting
- ➢ After meeting: Turn notes into document and share with the participants and invite them to add/comment (see results of SWOT analysis)

Alliance Meeting No. 3   (March 23rd, 2023, 4 - 5.30 p.m.)

The Idea Hub

- ➢ Meeting Agenda set by the German FUSION team
- ➢ Before the meeting: prepare supporting questions that you can talk about if discussion doesn't unfold
- ➢ Record meeting for people who can't attend (watch it here: YouTube)
- ➢ Short recap of results of SWOT analysis / meeting #2

- Leading question: how would the ideal festival look like for you in terms of social innovation?
- Three short impulse presentations by people from outside the festival world who have done great projects in their respective field of expertise (social innovation, youth work, education): What worked well and why?
- Open discussion with participants
- Results: description of the ideal festival for social innovation
- Have someone take notes and turn them into a protocol afterwards (see results of Meeting #3)
- Send notes/results to participants and invite them to add to them/comment

Alliance Meeting No. 4   (April 28th, 2023, 4 - 5 p.m.)

German Multiplier Event

- Meeting Agenda set by the German FUSION team
- Choose location/setting where more stakeholders can be reached to expand the Alliance exchange to interested stakeholders, e.g., host a panel at a renowned conference (in our case: c/o pop Festival & Conference in Cologne)
- Invite guest speakers (in our case: Stephanie Weigel, Greenpeace Germany & Nils Nagel, Roskilde Festival)
- Invite interested stakeholders, e.g., through personal messages and mails to conference participants. Final attendance: 91 people from 7 countries
- Presentations should have an interactive component, e.g., through Mentimeter, to integrate participants throughout the presentation
- Explain context with presentations of IO1 (FUSION guide) and IO2 (FUSION Toolbox)
- Discuss findings of Alliances with the top experts from the field as well as from the Alliance and project in front of an audience

Next steps

Developing the report on the potential of festivals as platforms for social innovation
(additional post-project activity; part of the FUSION longevity strategy)

- Combining the results (SWOT Analysis & Idea Hub) of the four national Alliances
- Evaluation of the results and comparison of the most important results
- Compilation of the report "Potential of festivals as platforms for social innovation" (working title)
- Publication in the free-to-access Knowledge Hub on www.yourope.org

➢ Further making the document available specifically to Alliance participants for their own use, while inviting them to continue the dialogue
➢ Further making the document available to stakeholders from the four focus areas
➢ Using the report for festival projects of youth organisations, NGOs, social startups and other initiatives