

PLACE



ZOOM ON THE FIRST PILOT

What if migration was a chance of innovation and renewal for Europe?

PLACE is a bold experiment launched late 2016 in Europe, in reaction to the “migrant crisis” that was repeatedly put forward by the media.

PLACE was born of an interdisciplinary collective of “PLACEmakers” hailing from all sectors, with the desire to show real-life experiments that change the way in which we perceive migration, capacity, otherness, ambition, economy.

The Paris pilot was the first full-scale experiment: 9 months, 6 labs, 40 innovators, a vibrant community and many, many stories to learn from. 15 months later, we’re taking a look back on the activities, faces, hypotheses and strong moments that made up the journey.

To lead, of course, to an even bolder proposition on how migration can mean renewal for Europe, in practice, starting... now.

Paris, December 2017.



www.place.network

CURRENT PLACEMAKERS



Co-investment



Wowlabs



MAIRIE DE PARIS



Spaces



Mab'Lab



GALERIE ANNE-SOPHIE DUVAL

Capacity building & networks



BMW Foundation
Herbert Quandt



Duuable



Artistic projects



Tina
Merandon



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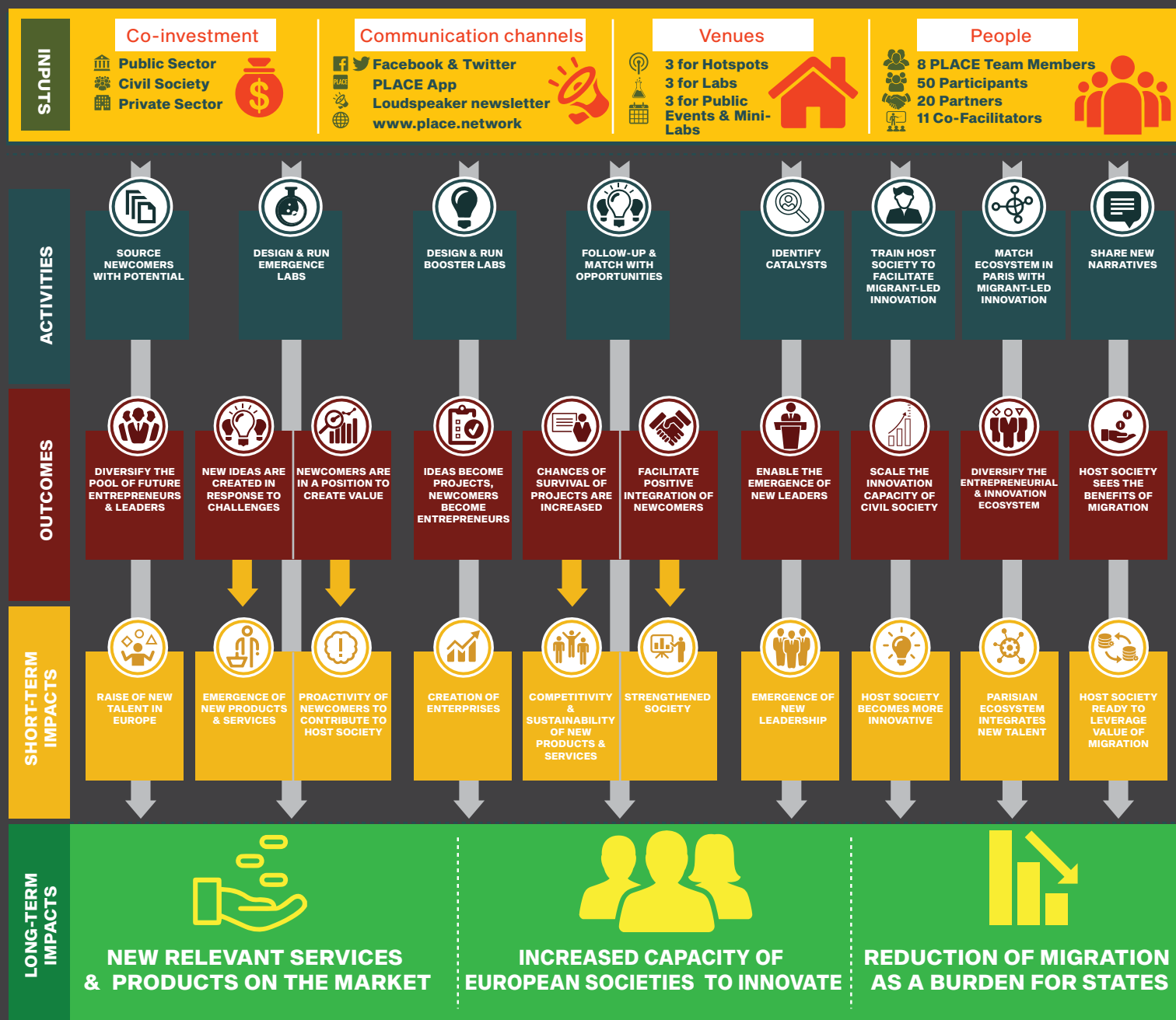
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Starting from the perspective that **the recent migration phenomenon in Europe is a key resource to accelerate innovation in the host societies**, PLACE aims at leveraging the unique perspective brought by new eyes in order to consolidate and diversify our entrepreneurial ecosystems. This Theory of Change highlights the main starting point and aims of the PLACE experiment, by showing the different channels tackled by the pilot and its stakeholders.

Every activity of the pilot shown in the following pages was conceived and delivered in the aim of testing the hypotheses described in this Theory of Change, and represents its outputs.





PLACE LABS

PLACE Labs are immersive: typically 20 hours over 2 days. They are very fast-paced and hectic events that make a lasting impression on participants and crew. Participants work in small teams on themes and with people that they have freely chosen within the group, based on their entrepreneurial interest. Facilitation plays a pivotal role. Although the style of the labs is informal and fluid, each step of the journey is highly facilitated.

From March to November 2017, a total of 6 labs were conducted in Paris, for 50 refugees and migrants. Participants (PLACE Innovators) went through all 6 labs.

LAB 1

10th, 11th & 12th March 2017



LAB 2

25th & 26th March 2017



LAB 3

13th & 14th May 2017



LAB 4

8th & 9th July 2017



ODEON
Théâtre de l'Europe
direction Stéphane Braunschweig

LAB 5

16th & 17th September 2017



LAB 6

18th and 19th November 2017



BeeoTop
Tiers lieu dédié aux acteurs
de l'engagement sociétal by GENERALI

DESIGNING PLACE LABS

Labs simultaneously enable ideation, emergence, early prototyping, preparing pilots and user testing, pitching, business model reinforcement and matching with the local ecosystem, depending on the specific needs of projects.

The PLACE Labs are designed to meet the needs of the PLACE Innovators at their current stage of development (both of their projects and their capacity to innovate). During each Lab, the PLACE Innovators are introduced to use new tools that challenge their prior way to approaching a problem and creating a solution. As an example, in the early Labs, the PLACE Innovators are challenged to express their skills, interests and passions through the **MarketPLACE**. Once they have defined a problem they wish to solve, they may explore the roots and effects of this problem in depth using a **Problem Tree**. They may deepen their understanding of the problem at hand by then getting to know those who suffer from the problem using an **Empathy Map** and a **Storyboard**. Having a full grasp on the problem, they may move into the development of the solution by using the **Business Model Canvas** and **Lean Canvas**. With a vision of the final solution they want to create, the PLACE Innovators are challenged to work backwards and create **Mock-ups**, **Minimum Viable Products** and **Prototypes**. Throughout the journey and in-between labs, they are encouraged to carry out **User-Testing** and **Mini-Pilots**, which lead to further iteration of their ideas at the next Lab.

Throughout each lab, PLACE Innovators self-document their journey in their guided Lab Diaries, to make sure the skills learned are highly transferable for their future projects.

WHAT HAPPENS BETWEEN LABS?

Labs were set on average 6 weeks apart. In-between, personalised follow-up was provided by the team with each PLACE Innovator to see how they were reaching their aims in terms of field-work, and follow their personal situation. Mini-labs were sometimes held to check in on teams in a more collective way.

In addition, weekly hotspots were held from October 2017 onwards at La Cité des Sciences et de l'Industrie, La Gaîté Lyrique and École des Ponts Business School (one day in each venue every week, ie 3 hotspots per week).

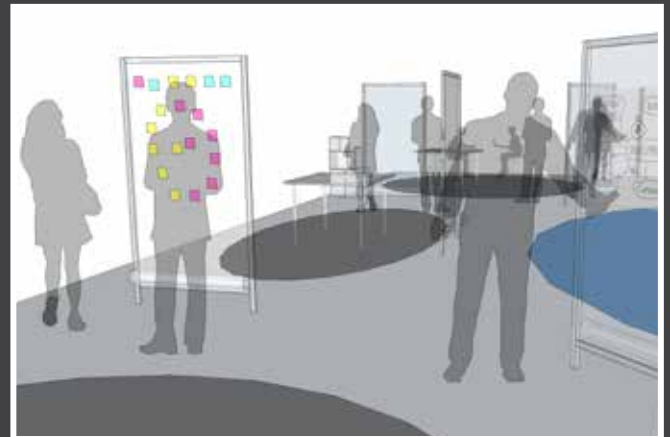
Hotspots : pop-up coworking spaces where the PLACE Innovators come together with the PLACE team to work, collaborate and bond in-between labs.



ZOOM ON THE PLACE LABKIT

The labkit is a nomadic pop-up environment that enables the labs to take place in diverse venues, with the same homeliness, familiarity and rules of the game for PLACE Innovators.

Design studios for individualized and empowering teamwork



PLACE multilingual cards to facilitate community building



Multilingual signage and banners to build familiarity with the lab environment



Living space features to create homeliness and intimate collaboration between PLACE Innovators



Prototyping material to enable 3D mock-ups of early business ideas and build proofs of concepts



COLLABORATIONS WITH PLACEMAKERS

PLACEMAKERS LAUNCH WITH BMW FOUNDATION

Attended by a wide range of organisations across sectors, the event, held in June 2017 and staged like a mini-lab, saw **the emergence of an impressive cross-sector narrative around migrant-led innovation**. This shared narrative has been the core of the vibrant collective of PLACEmakers ever since.



ÉCOLE DES PONTS BUSINESS SCHOOL

From October to December, the full-time MBA students of École des Ponts Business School worked alongside the PLACE Team. Working in units to explore PLACE's unique approach to partnerships, data collection and analysis and communication, the students also had a chance to work with PLACE Innovators in PLACE hotspots, through interviews and in labs.



"OFF LIMITS" ARTS PROJECT

Artist Tina Mérandon co-created photos/artworks with PLACE Innovators in collaboration with PLACEmaker and cultural operator, Manifesto. Tina had a 2-week residence at Le Centquatre-Paris in September, where she took striking portraits of PLACE Innovators, who then reworked their own image with a variety of materials. The full project will be unveiled as an exhibition in a major venue in 2018.

EXPERIMENTING WITH PLACE LABS IN OTHER CONTEXTS

THE HUMAN SAFETY NET

PLACE is a global partner of the ambitious Human Safety Net initiative by Generali, the global insurance company. The Human Safety Net is a programme of business and innovation training for hundreds of migrants and refugees across Europe. Launched initially in Munich in Paris as pilots, the aim is to reach 5 countries in 3 years. In each country, PLACE is in charge of running innovation labs for ideation early on in the process, then for boosting innovation in projects that make it through the selection process. Resulting projects are then incubated and receive access to finance, mentoring and other supports.

In each country, PLACE trains a local partner to co-deliver PLACE labs locally- in Munich, Social Impact, and in France, Singa. PLACE also conceives the LabKits for local venues. Spark, an Amsterdam-based organisation, provides the curriculum for entrepreneurial support for the rest of the program.

Labs are projected to touch over 300 people in each country in their first year, and 3 countries will be added from early 2018.

Early June 2017, PLACE provided two days of training in the Netherlands for the implementing partners.

2 Ideation labs occurred in France on 16/17th September and 18th/19th November, and a Booster Lab on 23 & 34th October, at BeeoTop.



PLACE IN BERLIN AND LONDON

Berlin and London have proved successful soils for developing PLACE experiments and a network of PLACEmakers. The strategy adopted by the PLACE network has been to co-deliver high-impact labs within a larger incubation system structured by a local partner. This ensures a qualitative sourcing of participants and longer-term follow-up after the labs.

Piloting this approach, a highly successful PLACE Lab was delivered in Berlin in early November for 33 Berlin-based innovators. In

Berlin Lab, November 2017

close collaboration with PLACEmaker Singa Deutschland, the 2 days were packed to the brim with high energy. The best resulting ideas from the ideation phase continued into incubation locally as part of the Singa Business Lab cycle.

On a similar model - structuring a pipeline of innovative early-stage business ideas for longer-term local incubation cycles -, 3 more labs are projected to unfold in Berlin in 2018, and 3 in London with local partner TERN.

Through the City of Paris and the Council of Europe, which are in close collaboration with PLACE, other cities are being tempted into launching PLACE Labs in their local ecosystems.

COMMUNICATION CHANNELS

PUBLIC CHANNELS



[PLACE website](http://www.place.network)
www.place.network



[What is a PLACE Lab?](#)



[PLACEmaker Teaser](#)



[Be a PLACEmaker](#)



[300+ tweets](#)



[300+ facebook posts](#)



[PLACE blog](#)



[17 Loudspeakers \(newsletters\)](#)



[2 Brochures](#)



[1 Op-ed piece in Les Echos *](#)



[1 Press release](#)

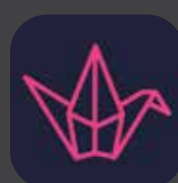
CHANNELS FOR PEOPLE OF PLACE



[1 Collaborative platform for project coordination \(Slack\)](#)



[PLACE app for PLACE Innovators & LabCrew](#)



[Customized training spaces for LabCrews \(Padlet\)](#)



[Customized channels for Catalysts, LabCrews...](#)



* Op-ed co-signed by the Mayor of Paris, Wow!Labs, le Centquatre-Paris and Meridiam.

WHO ARE THE PEOPLE OF PLACE?



PLACE Innovators : all participants of PLACE Labs

Project Owners : PLACE Innovators who are leading an entrepreneurial project

Catalysts: PLACE Innovators who will train other generations of PLACE Innovators

PLACE Team: core team which runs the PLACE experiment

LabCrew: co-facilitators trained by the team to co-deliver the labs

PLACEmakers: partners who have invested themselves to see the PLACE experiment grow and evolve

PLACE INNOVATORS

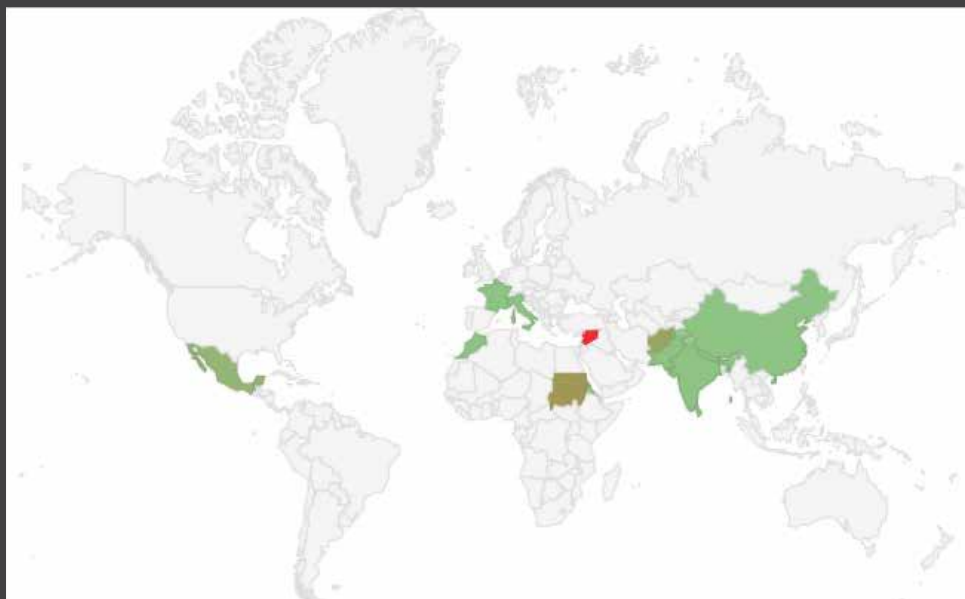
SOURCING PLACE INNOVATORS

Participants were sourced over a period of 5 months, from October 2016 to February 2017, by a full-time Sourcing Coordinator on the team who is himself Syrian. The Sourcing Coordinator put together a team of Sourcers, themselves representative of the diversity that was sought for participants, who then helped to co-create and implement the sourcing strategy for PLACE. Channels included dedicated social media, events and fieldwork, partner organizations, community leaders and word-of-mouth. Each participant went through online sign-up, face-to-face interviews, participation in a public session and a second interview before becoming a PLACE Innovator.



WHO ARE PLACE INNOVATORS?

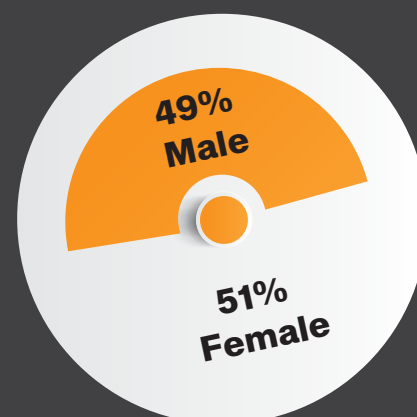
WHERE DO PLACE INNOVATORS COME FROM?



IN WHAT PROPORTION?



HOW ABOUT GENDER?



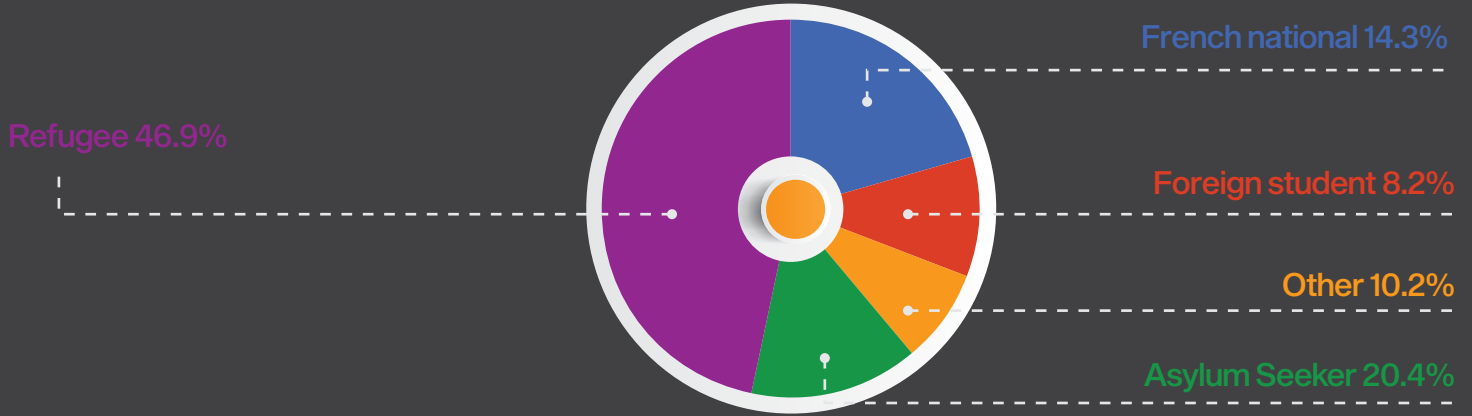
WHAT EDUCATIONAL BACKGROUNDS DO THEY HAVE?



WHAT ARE THE LANGUAGES WITHIN PLACE?



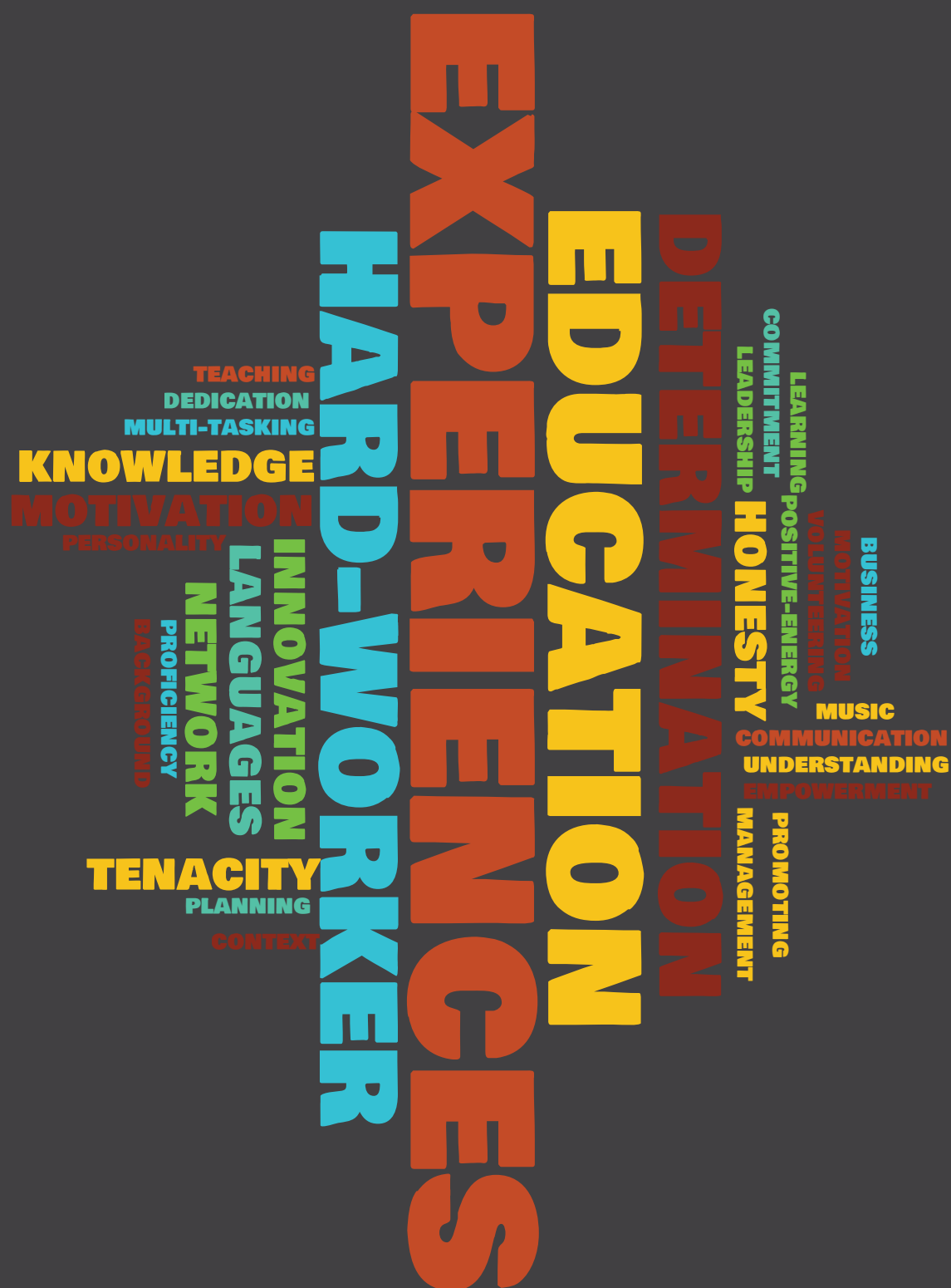
WHAT ABOUT ADMINISTRATIVE STATUS?



WHAT ARE THEY PASSIONATE ABOUT?

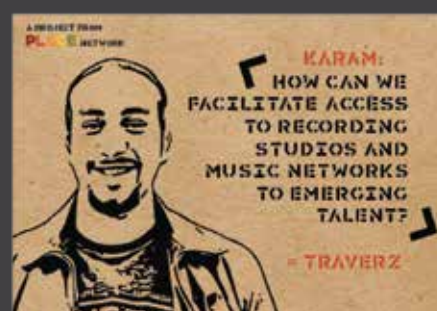
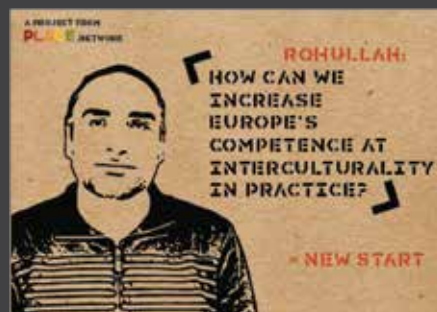


WHAT DO THEY FEEL ARE THEIR ASSETS
IN DEVELOPING SOLUTIONS FOR EUROPE?



PROJECT OWNERS

Starting from the first PLACE Lab, projects began to take shape. However, as the PLACE Innovators matured over the course of their learning journeys, so did the nature of their projects. Over a cycle of 6 PLACE Labs several projects were born, pursued and then left behind when proven uncompetitive. This practice of **testing for proof of concept** developed the skills of PLACE Innovators to the point that project conception and testing took place rapidly, at times in the course of a single PLACE Lab. Today, at the end of the first pilot in Paris, **9 PLACE Innovators** are developing projects that are now ready to be integrated into the larger innovation and entrepreneurial ecosystems of Paris. To learn about these projects, the project owners and the opportunities they have been matched with through the PLACE network, please take look at the annex.



CATALYSTS

Some PLACE Innovators came out of the labs with not only enhanced capacities to innovate, but also with strong leadership skills and a desire to contribute. They are the PLACE Catalysts. **10 Catalysts** are already taking on leadership and ownership roles in PLACE. Their roles will only be deepened as PLACE grows through other pilots: they will be trained to act as co-facilitators and co-producers of PLACE Labs and manage PLACE communities throughout Europe. This first cohort of **catalysts will be essential in finding other future leaders to catalyse the impact of PLACE in new geographies and communities.**



Sobi Pillai, 35,
from India
#publicspeaking
#inspiration



Karam Mohammed, 25,
from Sudan
#webdevelopment
#grit



Rohullah Sidiqullah, 38,
from Afghanistan
#languages
#interculturality



Thoeiba Omar Ali, 40,
from Sudan
#healthservices
#generosity



Aurore Guilbert, 31,
from France
#sustainabledevelopment
#teampayer



Buhadri Susso, 21,
from The Gambia
#sports
#humour



Dorji Tsering, 25,
from Tibet
#hospitalityservices
#loyalty



Nour Arabi Katbi, 28,
from Syria
#communitymanagement
#music



Mays Kabouch, 28,
from Syria
#yoga
#internationaldevelopment



Anas Tibi, 31,
from Syria
#marketing
#fun

THE PLACE TEAM

8 nationalities shared between them, and a few strong points in common: perfectionism, obsession with centring on the user and feedback, strong intercultural communicators and a solid sense of humour.



Charlotte Hochman

Founding Director
(Associate at Wow!Labs)

#entrepreneurship
#innovation
#publicprivatepartnerships



Michele Caleffi

Co-founder &
Head of Design
(Associate at Wow!Labs)

#design
#prototyping
#experimentation



Yazen Waked

Sourcer &
Lab Producer

#potential
#diversity
#community



Sarah Ann McRae

Entrepreneurial
Coordinator

#startups
#incubation
#coaching



Mathew Birch

Communications &
Lab Manager

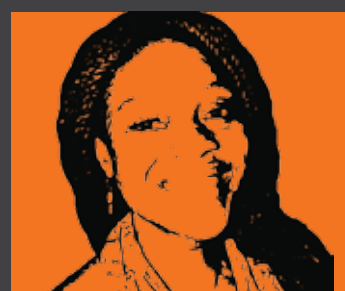
#communications
#facilitation
#training



Devika Singh

Event Coordinator

#events
#projectmanagement
#partnercoordination



Kudzayi Ngwerume

Communications
Advisor

#storytelling
#media
#digitalinnovation

The pilot also greatly benefited from the contribution to the team by Nina Hernandez, Assistant Designer and Juliette Delattre, Lab Coordinator.



THE LABCREW

Each lab was delivered with co-facilitators: a diverse group of people who engaged on a **certified training in innovation, interculturality and entrepreneurial support**, and applied the training during labs. The dedicated team of co-facilitators for the first Paris pilot included Audrey Belliot, Pilar Santelices, Célia Hanssen, Asta Dembele, Camille Guezennec, Quentin Iprex, Julie Chapon, and Miora Ranaivoarinosy. A big thumbs up for their agility, sheer grit in learning-by-doing and trusting the lab process from start to finish!



PLACEMAKERS

PLACEmakers are the enablers of the PLACE pilots in European cities: together, they provide the conditions for the experiments to take place, and follow the experiment closely to grow from its learnings. PLACE is a platform of experimentation which serves and is fed by actors across all sectors.

The life of the collective is regularly nourished by:

- occasions to meet like-minded influencers across sectors
- sharing of best practices around migrant-led innovation
- regular shareable contents for communications
- opportunities to be practically engaged in the labs, including training on innovation, interculturality, mentoring
- connections across Europe on migrant-led innovation

PLACEmakers are listed on page 1. To join future pilots, get in touch on welcome@place.network

Thumbs up to all PLACEmakers who rolled up their sleeves as lab mentors:

Alon Rozen (École des Ponts Business School), Erwan Katter (Meridiam), Osama Abdelmoghni (BMW Foundation), Laure Colliex (Manifesto), Sabri YUCEFI (Meridiam), Laure Chémery (Cité des Sciences et de l'Industrie), Stéphane NOIRIE (Meridiam), José Smith-Quiepo (Konexio), Marie-Charlotte Brun (École des Ponts Business School), Emma Buttin (La Gaîté Lyrique), Louis Beziau (Les Sismo), William Yon (Meridiam), Marialya Bestougeff (Les Sismo), Aurélie Ruby (theatre director and performer), Daniella McNulty (104 Factory), Leyla Kikukawa (104 Factory), Miora Ranaivoarinosy (Danone.communities), Marc Dondey (La Gaîté Lyrique), Valérie Senghor (Le Centquatre-Paris), Randiane Peccoud (U.S. Embassy in France), Julia Fendrick (U.S. Embassy in France), Bolewa Sabourin (LOBA) et William Njaboum (LOBA).



CLOSURE OF THE FIRST PILOT: PRESS EVENT AND GRADUATION PARTY

On December 7th, over 70 members of the collective, PLACEmakers and PLACE Innovators, gathered in Le Centquatre-Paris to celebrate the pilot and its results, with Mayor of Paris Anne Hidalgo.

The unique 'expo' mode, a trademark of PLACE Labs, allowed everyone to immerse into the PLACE environment, together with storytelling, a mini-lab to co-construct the second pilot, and an epic celebration!

The event was widely relayed on social media and an op-ed on PLACE was published in national newspaper Les Echos on the same day, co-signed by Mayor of Paris Anne Hidalgo, Wow!Labs Director Charlotte Hochman, Meridiam CEO Thierry Déau and Le Centquatre-Paris Director José-Manuel Gonçalves.

MISSION ACCOMPLISHED!



SPEAKING OUT WITH A COMMON VOICE ON MIGRATION AS AN OPPORTUNITY FOR PARIS



Anne Hidalgo @Anne_Hidalgo · Dec 7

Ils s'appellent Sobi, Rohullah ou Nabil et avant d'être des **#réfugiés**, ils sont des créateurs et des entrepreneurs prêts à contribuer à la richesse économique et culturelle de **#Paris**. Le programme **#Place** les accompagne dans leurs projets. Bravo ! **#Innovation**

✓ **SHOWCASE THE PROJECTS OF PLACE INNOVATORS**



Crédit: Henry GARAT - Mairie de Paris

✓ **GIVE THE MAYOR A PLACEMAKER CITY EMBLEM**



Crédit: Henry GARAT - Mairie de Paris

✓ UNDERSTAND THE JOURNEY OF THE FIRST PILOT WITH ALL PLACEMAKERS



✓ CO-CONSTRUCT THE SECOND PILOT FOR 2018 FROM THE USER PERSPECTIVE



GRADUATE AS PLACE INNOVATORS AND LABCREW



RECEIVE A PLACEMAKER AWARD



GRADUATION PARTY



CELEBRATE!



BHARATNATYAM (INDIAN DANCING)



DABKE (SYRIAN DANCING)



SYRIAN SINGING



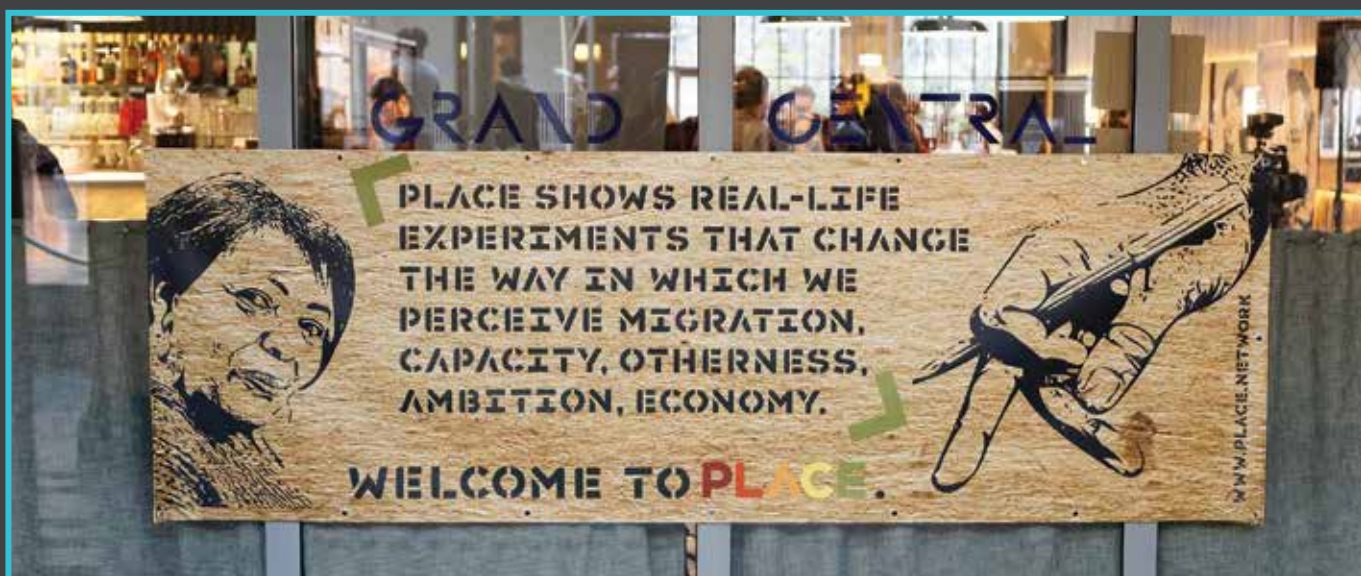
PLACE INNOVATORS COOKING



THAT NIGHT, THERE REALLY WAS **NO HOME LIKE PLACE!**

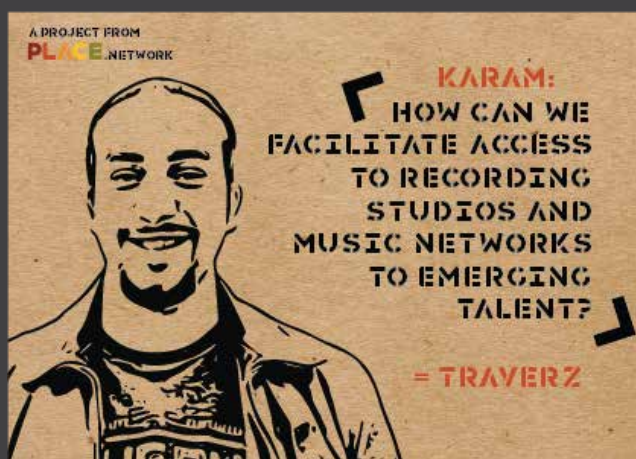


PROMISING RIPPLES FOR THE AMBITIOUS PLACE LABS
PLANNED ACROSS EUROPE IN 2018...



To take part in the next leg of the journey, jump on board!
welcome@place.network

TRAVERZ



Traverz will

set up low-cost, pop-up studios in Paris with affordable hiring rates to bring music experimentation to people that have been traditionally targeted as listeners and not creators of music.

About Karam and Omar

Karam, a curious software engineer, and Omar, a classically-trained musician (and software engineer), have a deep understanding of the needs of the music industry and the hard skills to lead this exciting project.

How they grew

As is their nature as engineers and musicians, Karam and Omar are perfectionists. Being pushed to creating iterations (create, learn, repeat) of their project and not a perfect final model, was a difficult challenge. However, as creative thinkers, they were open to learning how to use the innovation tools introduced in the PLACE environment to develop their project step by step. Their shining moment was during the pilot sessions of Lab 6 where they went out of their comfort zone to prototype an interactive pop-up studio that was shared with the public.

Next Steps & Matching

Karam and Omar are both pursuing their studies in Computer Engineering and Project Management, respectively, in Paris. Through PLACE, Karam is in the Cycle of International Management program through Ecole des Pont Business School. After graduation, they will be applying to Parisian incubators for pursuing businesses in the world of creative arts and technology.

NEW START



New Start will

provide migrants with the opportunity to learn about European society in their mother tongue and to interact with public spaces, in collaboration with cultural institutions. New Start will help these institutions to connect with and understand these new audiences who are often unaware or uncomfortable using these types of public spaces, so their resources can serve a larger number.

About Rohullah

Having lived much of his life as a refugee, Rohullah has experienced first-hand the challenges of integration. With his natural ability to connect with people and his fluency in seven languages, he can pass on his knowledge (and enthusiasm) to others in their mother tongue.

How he grew

Rohullah is an analytical thinker who uses logic and his tremendous life experience to quickly comprehend complex subjects. Rohullah openly admitted that he struggled during lab activities when he was challenged to leave the theoretical level he is used to for the PLACE “show, don’t tell approach”, particularly through storyboarding and prototyping. However, as a lifelong learner, Rohullah took on the challenge again and again of applying these new tools to stretch his mind and develop a project that is dear to his heart. He is thrilled by the result and is now a fervent adept of this approach, and is determined to train others through his role as Catalyst.

Next Steps & Matching

Rohullah completed a six month incubator program with PLACEmaker MakeSense in Paris in December 2017. He is also currently pursuing his Double Degree at Sciences Po and INALCO where he will be writing a thesis on refugees in Paris this year, with his PLACE project at the core of his thesis. In the coming months, he will be organizing pilots focused on introducing refugees to public spaces around Paris, particularly cultural centres and libraries.

COZY STITCH



Cozy Stitch will

connect Syrian women creating beautiful, 100% unique knitwear, with European customers through an online platform.

About Sousana

Sousana is an outgoing entrepreneur with a knack for bringing people together. With 10 years of project management experience, she knows what needs to be done to get her project off the ground.

How she grew

From the first lab to the fourth lab, Sousana developed her capacity to innovate and lead when she was working in a team that had significant language and cultural barriers. Despite these challenges, she worked with her team members to ensure that everyone was comfortable with the innovation tools. When she took the decision to lead a project on her own, she had developed her skills such that she created a comprehensive business plan for Cozy Stitch in one single morning. Learning the methodologies through a first project that proved unsustainable was in her case extremely successful.

Next Steps & Matching

Sousana is applying for incubators in Paris to begin in January 2018. In addition to the studies she is currently pursuing in linguistics, Sousana is a part of the Cycle of International Management program with École des Ponts Business School through PLACE.

HEALTH FOR ALL



Health for All will

offer an educational service that will provide vital health education and preventative interactions to decrease the spread of TB and HIV amongst vulnerable communities who are adjusting to their new circumstances in France.

About Thoeiba

Thoeiba is a doctor from Sudan with experience in delivering TB control programs. Having volunteered in hospitals in France, she witnessed the lack of adapted programs for migrant populations in the Paris area and wants to make a change.

How she grew

From the beginning, Thoeiba knew what she wanted to create, but struggled to define how to get there. All steps that she would have been comfortable taking in her home country seemed impossible in Paris. This all changed for Thoeiba when she began working alongside PLACEmakers. Demonstrating her ambition and openness to new experiences, Thoeiba said yes to the opportunities available to develop her skills and her project. Now comfortable using the resources available to her in Paris, Thoeiba is confident in her ability to make her project a reality.

Next Steps & Matching

Through the PLACE hotspot at la Cité des Sciences et l'Industrie, Thoeiba made contact with other actors in migrant health with whom she hopes to collaborate. She has also completed a computer course through PLACEmaker Konexio where she became certified in the European Passport of Computer Skills. Finally, through PLACE, Thoeiba is taking part in The Human Safety Net business development program and will be applying for the SINGA incubator in January 2018.

MOSAIC



Mosaic will

connect, train and empower people from diverse backgrounds to create and organize pop-up events based on finding sustainable solutions to shared issues and challenges.

About Khaled

Originally from Aleppo, Khaled personifies the idea of a “people person”. Wherever he goes he is able to find a common ground with people from diverse backgrounds and build meaningful relationships.

How he grew

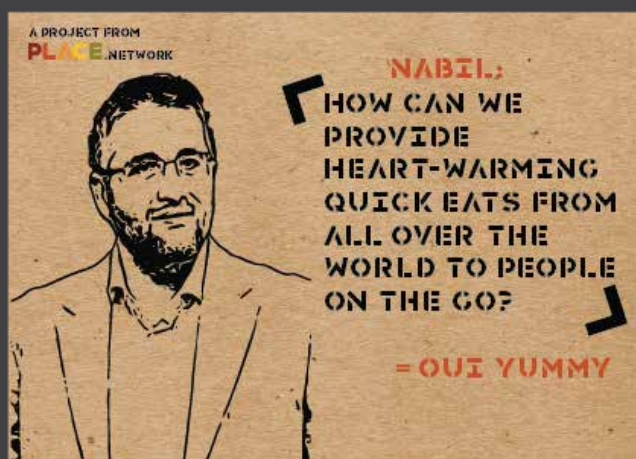
Khaled has always been confident in himself and in his project. Despite his outgoing personality, his biggest challenge was to express himself clearly, to be concise and be convincing on the value of what he is developing. Recognizing this problem, he practiced tirelessly. He rehearsed pitching and informal and formal conversations about his project at every chance he could, with great results. His pilot launched in November 2017.

Next Steps & Matching

Khaled is completing the 6 month incubation program of MEnt offered by MakeSense in Paris in December 2017. Through this, he was able to pilot Mosaic through several pop-up events.

Over the coming months he will be working with students from the National School of Decorative Arts to lead a program that brings together migrants and members of the host society to develop projects on co-existence.

OUI!YUMMI



Oui!Yummi will

connect people in a hurry who are looking for the goodness of a delicious home-cooked meal, with certified, home-based chefs who originate from all over the world through a geo-located online platform.

About Nabil

Nabil has over 12 years of experience as a consultant in payment technology, but he is also an excellent chef. He understands what it is like to be on the go, but he also understands the importance of a yummy homemade, healthy, meal.

How he grew

From the first lab, Nabil demonstrated his ability to conceptualize and design projects. However, he remained blocked by uncertainty and a lack of confidence in his work for quite some time. Unsure of the tastes of the French market and the administrative hurdles to jump over, Nabil hesitated on taking his project forward. Nabil's confidence in his project, and in himself as an innovator, began to shine with the introduction of pitching and piloting. Encouraged by PLACEmakers, he developed his capacity to communicate his project to others and started collecting feedback and genuine interest in his work from a variety of parties.

Next Steps & Matching

Nabil is applying to incubators in Paris to begin the fast track development of his project in January 2018. Through PLACE, he will also continue to sharpen his business skills through the Cycle of International Management program with Ecole des Ponts Business School throughout winter and spring.

TENNIS FOR SYRIA



Tennis for Syria will

connect young Syrian athletes who dream of becoming professional tennis players to French tennis academies and support them until they have achieved their goals.

About Modar

A lifelong tennis-player and enthusiast, Modar has always dreamed of playing professionally, but fell short due to a lack of support. With empathy and drive, he knows what needs to be done to help other passionate athletes to reach their dreams in challenging circumstances.

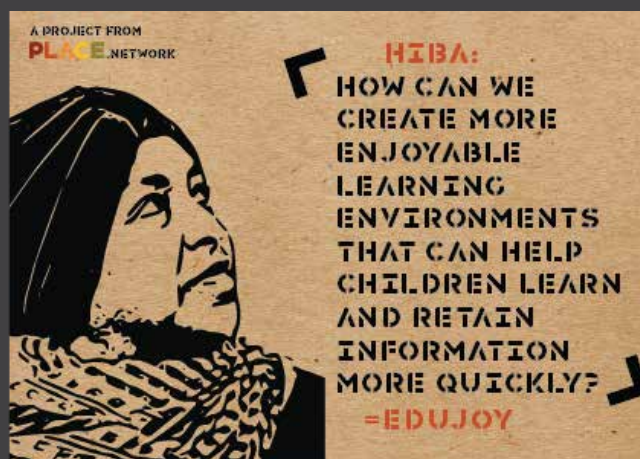
How he grew

Despite his young age, there was never a doubt in Modar's capacity to lead a project, he just needed to find the right opportunity. He tried working in teams on other subjects, but his heart was never in it. When he started to work on Tennis for Syria, things started to change. True to his nature as an athlete, he would throw himself into the lab environments to develop his project into something that could make the impact he dreams of making.

Next Steps & Matching

Through PLACE, Modar is developing his business skills through the Cycle in International Management program through Ecole des Ponts Business School. He is also part of an intensive coding program through Samsung Campus. In the coming year, he intends to apply his digital and business skills to further develop Tennis for Syria and make key contacts in the sports business industry.

EDUJOY



Edujoy will

create interactive maths games to help children aged 6 – 14 learn difficult aspects of the mathematics curriculum in a fun way.

About Hiba

Hiba is an Interior Designer with a unique ability to gamify complicated processes. Combining her skills and a love of mathematics and education, Hiba brings both innovation and practicality.

How she grew

Hiba's project is a new field to her and because of this, she had difficulties expressing what she wanted to create. Meanwhile, she also struggled with a significant language barrier. Yet, Hiba's strengths would come forward when tools that required imagery were used in labs. While others struggled putting their words into images, she flourished. When asked to pilot their projects in Lab 6, Hiba had no problem creating an interactive math game from scratch, leaving herself enough time to support the other PLACE Innovators on their prototypes.

Next Steps & Matching

Hiba is continuing her studies in design and she is looking to work with teachers who have a deep understanding of the French mathematics curriculum and of the difficulties children face when learning mathematics in a traditional setting. With this support, she hopes to prototype the math games by September 2018.

LUNCHBOX



LunchBox will

work with organic farms to create and deliver fresh vegetarian lunches to working people at an affordable price, to their workplace, through a subscription model.

About Sobi

With an eye for business and a passion to help people live more healthy lifestyles in urban settings, Sobi has the energy and the skills to lead this challenging project.

How she grew

Sobi has always been very open and receptive to every new idea or tool presented to her in a PLACE Lab, and in her life. In the early labs she worked as part of a five person team. This team formed a tremendously strong bond, but their project quickly proved to be unsustainable. Demonstrating maturity as innovators, the team put a pause on their project. Using the skills she developed in this team, Sobi was able to conceptualize, design and plan her project in a single lab - a quick delivery that proved to be a solid base for future developments in the following labs.

Next Steps & Matching

Sobi has been developing her project full time since Lab 5 in September. She regularly comes to PLACE hotspots at La Gaîté Lyrique, Cité des Sciences et de l'Industrie and École des Ponts Business School. Through these hotspots, she has been able to collect feedback from a diverse community of potential users to improve her business model. With the support of the PLACE Community within which she is a vibrant Catalyst, Sobi is currently applying to incubator programs in Paris to take her project to the next step.