



**PLACE**

**Zoom on 2019**

**Insights, data, stories and more.**



# Contents

# Contents





## Thoughts on three years of PLACE

PLACE, like all innovation, was born from necessity. A necessity that was clear to see across disciplines and borders - to change the migrant narrative. In 2016, media-fueled rhetoric around the dangers of migration clouded Europe's capacity to see the extraordinary resource arriving at its door. Inspired to act, a multi-sector collaboration between Wow!Labs, Archery and the Mairie de Paris enabled PLACE, a solution to unlock the economic potential of migrants and refugees, to emerge.

Three years on the project has grown through constant innovation & experimentation - all the while being driven by tangible impact. Today, nearly 300 newcomers in Paris, Berlin, London and Munich have been touched by PLACE's unique approach growing newcomer talent. This talent pool has since gone on to build businesses, navigate the halls of Europe's most esteemed academic institutions and lead projects and programs within public and private organizations. Quite simply, they have gone on to lead.

2019 has been a pivotal year for PLACE. Growing beyond the known and loved Innovation Lab model, PLACE explored making deeper connections between the newcomer talent pool and economic actors through curated programs and next-generation learning experiences. With a foundation of trusting PLACEmakers and a thriving community of diverse newcomers, PLACE has been able to take a strong position on migration, innovation and how they intertwine to create stronger, more resilient economies. It has been a privilege to witness the growth made possible when resources come together and newcomers are given the right space to shape and not only receive.

Looking towards 2020 and beyond, we are excited to see how this bold experiment and the collective of actors behind it continues to shape the diverse leaders that Europe needs.

**Charlotte Hochman, Yazen Waked and Michele Caleffi**  
Founders of PLACE





## How PLACE works: The Catalyst model

**PLACE Catalysts** are migrants and refugees who are identified based on their potential to act, create value and capacity to influence others to do the same.

Since 2018 PLACE has been investing in the Catalyst model. Through PLACE, Catalysts acquire future-facing skills, develop projects, access economic opportunities, navigate professional networks and emerge as the new faces of diverse leadership that Europe needs. As they develop their own skill sets and position in host societies, they pass on these codes and skills to other newcomers as trainers, mentors and leaders.



# The Catalyst Academy in 2019

In 2019, the Catalyst Academy was comprised of programs that addressed different themes needed to unlock the potential of newcomer talent. All programs of the Catalyst Academy follow the same design - a carefully crafted equation that equates to game-changing newcomer talent:

## Economic opportunity

Employment  
Certified learning  
or Professional incubation



## Highly transferable skills for the Future of Work

Innovation  
Entrepreneurship  
Leadership  
Collaboration



## Active networks

### Impact of the Catalyst Academy in 2019

120

newcomers trained in innovation and entrepreneurship through

7

Innovation Labs



31

Catalysts trained through the Catalyst Academy ranging from

18-46

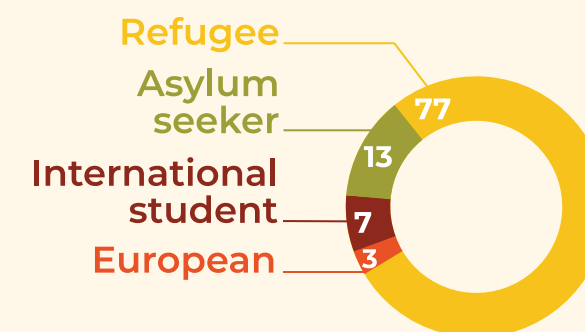
years old

### Demographics within the Catalyst Academy in 2019

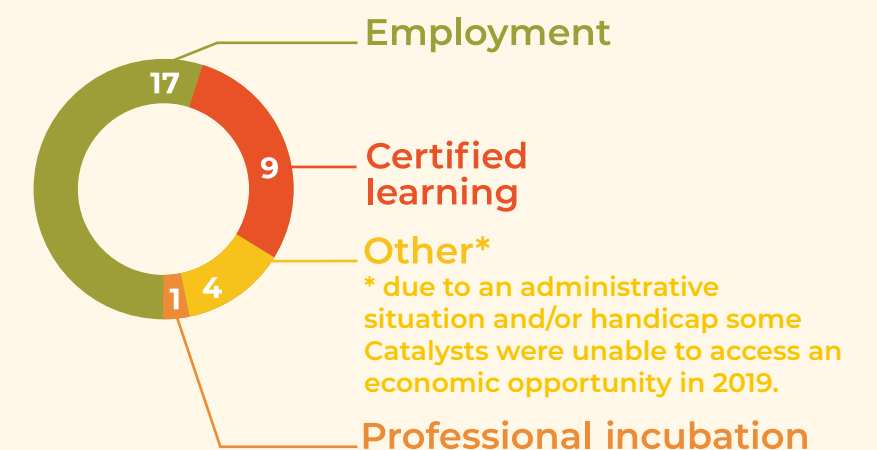
#### Nationalities:



#### Status (%):



#### Catalyst Academy economic opportunities:





# Catalyst Academy programs in 2019



Leadership



Collaboration



Innovation



Entrepreneurship

The programs of the Catalyst Academy in 2019 focused on key transversal skills that are essential for resilience and relevance in our changing economies. These skills included...





## Leadership

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A key ingredient for unlocking the potential of newcomer talent is creating new models of leadership. In order to explore how one can create new such models of leadership, PLACE created [My Image, My Story](#), a program for migrants and refugees to explore their potential as leaders by shaping and appropriating their own narratives.

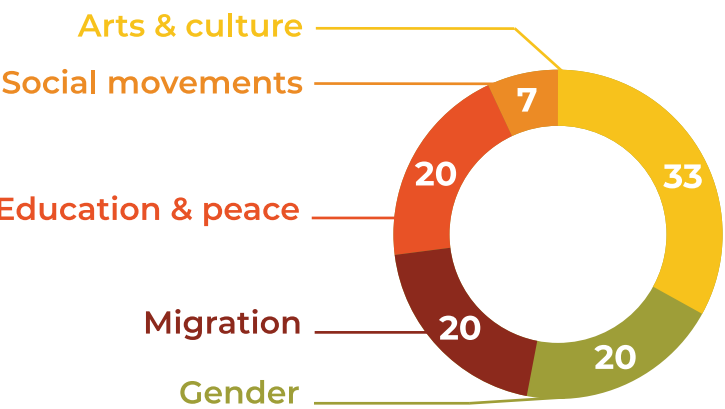
As a part of a vibrant community of peers, the Catalysts acquired powerful storytelling and public speaking skills, an optimized online presence and body intelligence; all tools they need to make their mark in our shifting economies.



Snapshot on My image, My story



Topics of stories



Public speaking



75%

progressed up to and beyond market standard

25%

progressed significantly to where they came in

Social media presence



75%

progressed up to and beyond market standard

29%

progressed significantly to where they came in

Growth mindset & goal setting



50%

progressed up to and beyond market standard

50%

progressed significantly to where they came in

Experience the inspiring Catalyst stories [here](#).





## What tools does it take to craft new stories?



4

public speaking & storytelling tools



4

individual growth methods



2

social media tools

## Who made the stories emerge?



1 Learning manager

5 Catalyst facilitators

1 Community manager

12 Expert interviewers

1 Influencer

1 Producer

4 Professional faculty

Sabri Ben Rahdia  
#publicspeaking  
#tedx

Bolewa Sabourin  
#emotionalintelligence  
#bodyintelligence

Marie-Alice Boyé  
#socialmedia  
#influence

Sarah McRae  
#storytelling  
#perfectyourpitch



5

venues in Paris

*CO18, Mab'Lab, Les Halles Civiques, SuperPublic, Les petits riens*

6

half-day Labs

2

professional networking events

1

collective online learning space

1

webinar

## Where did the new stories take shape?



12

scripts made



6

professional videos

16

professional portraits & profiles  
See page 19 to see a sneak peak!



17

social media campaigns drafted

## How did the stories take shape?





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The stories that emerged from the Catalysts of My Image, My Story were rich and diverse. Touching upon a wide range of subjects, these stories demonstrate the potential for newcomer voices to influence innovation and change across a broad spectrum.

Here you will find three of the people behind these stories. Three people who exemplify the wealth of insights available in the newcomer talent pool.



## Ahlam

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While growing up in Yemen, Ahlam felt an urge to speak out against the inequalities women were facing in their day-to-day lives.

To make herself heard, she chose the platform with the best impact for her audience: the sand-coloured walls that line the streets of Sana'a.

Today, as a student at the Université des Beaux-Arts in Paris, Ahlam continues to explore new forms of art and new platforms. Her aim? To inspire unheard and unseen women artists to spread their work and break the limitations of conventional cultural channels.





## Taha

While living in Kabul, Taha worked alongside national and international organizations to provide civic and human rights education to adolescents at risk.

Today, he applies his passion for peace building through his work with the Red Cross. Countless conversations with people from difficult backgrounds give him the opportunity on a daily basis to continue building and testing tools for youth to avoid radicalization and encourage intercultural dialogue.

Taha is sure of one thing: education is both a form of prevention and a remedy in the realm of peace-building.



## Haneen

What if the cure for mental health problems could be found by embracing one's illness through art?

Haneen, a Syrian poet, firmly believes in the powers of creative writing as a tool to overcome the challenges of mental illnesses, particularly for children.

Through creative writing, children can be free to embrace the wave of emotions they feel, express the support they need and kick-start their healing process. Writing can also help educators to provide a safe environment for children to explore the throws of their mental health issues.

Haneen never leaves her creativity or her words behind.

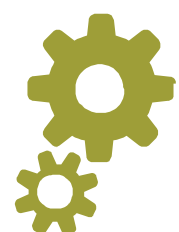




## Collaboration

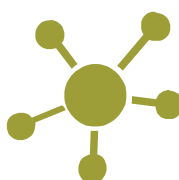
In 2019, PLACE offered an intercultural collaboration training program, **Become the Mentor You Want to Be**, for mentors from host societies and newcomer backgrounds to acquire next-generation mentoring techniques and support diverse talent. Mentors were then paired with Catalysts to support them as they worked towards their professional and personal goals.





## **13** **managerial-level employees**

at PLACemaker organizations  
trained in interculturality and  
communication for the workplace



## **14 mentors**

trained in next-generation mentoring  
techniques and interculturality, and  
paired with Catalysts

Discover the story of a  
PLACE mentor [here](#).





What does it take to become the mentor you want to be?

**7**  
mentoring & goal-setting tools



**5**  
theoretical mentoring concepts



Who enabled the mentors to grow?



2 PLACE facilitators

2 Catalyst facilitators

**14 Catalysts**  
3 Team managers



- 6** coaching sessions with Catalysts
- 4** training sessions
- 1** group conversation (Catalyst, mentor & PLACE team) per pair
- 1** collective online learning space for coaches

Where did the capacity building take place?







## Innovation

A key element of PLACE's work since 2016, the known and loved **PLACE Innovation Labs** continued to be spaces of growth for Catalysts as well as the larger newcomer community in 2019. Led by Catalysts trained in innovation and human-centered design facilitation, Innovation Labs are immersive and last one or two days. They are versatile spaces where newcomers become creators of an innovation in response to a challenge they identify. The participants of the Labs are identified by different actors in the ecosystem who see the need for a boost of innovation in their respective communities.

## Snapshot on PLACE Innovation Labs



**120**

newcomers trained  
through Innovation Labs



**69**

projects prototyped and  
accelerated in the lab  
environment



**8**

Catalysts trained in  
innovation facilitation &  
who led Innovation Labs

**SINGA France**  
**SINGA Business Lab**  
**Konexio**

**3**

civil society initiatives  
included in labs



**2**

cities (Paris & Berlin)



**87%**

of participants felt the labs  
improved their capacity to  
develop projects in Europe

Dive into a PLACE  
Innovation Lab [here](#).






### What does it take to catalyze migrant-led-innovation?



**12**  
innovation,  
design-thinking &  
entrepreneurship tools



### Who accelerated the migrant-led-innovation?



**5 PLACE facilitators**  
**8 Catalyst facilitators**  
**25 Lab mentors**



**7** Innovation Labs  
(6 in Paris, 1 in Berlin)

**5** venues  
*Alte Münze, Maison des Métallos, Les Halles Civiques, Kiwanda, Beetop*

**4** Catalyst training sessions

**1** collective online learning space for Catalysts



### Where did the innovations emerge?





## Entrepreneurship

Enabling innovative migrant-led projects to emerge through entrepreneurship has always been at the heart of PLACE's work.

In 2019, PLACE worked with Ben & Jerry's to launch the [Ice Academy](#) for the first time in France. The Ice Academy is a training program for early-stage entrepreneurs to develop their ideas into tried and tested solutions meanwhile being matched with part-time work for financial stability and proximity with future users.



## Snapshot on Ice Academy in France



**14**  
Catalysts trained in entrepreneurship



**13**  
Projects created by Catalysts



**9**  
Catalysts matched with part-time work to support their project development



**14**  
Catalysts matched with mentors to accelerate their projects



**3**  
Catalysts matched with full-time incubation



**6**  
Projects registered by Catalysts and/or lab participants

Discover a day in the life of **Farid**, **Sabria** and **Benjamin**, some of the emerging entrepreneurs found in the PLACE community in 2019.





What does it take  
to go from idea to  
soft launch?



15

innovation,  
design-thinking and  
entrepreneurship tools

6

entrepreneurial  
frameworks



Who supported the  
projects to develop?



2 Learning managers

5 Catalyst facilitators

1 Community manager

14 Coaches

1 Producer



15 training  
sessions

6 live user testing  
sessions

4 coaching  
sessions

3 venues in Paris  
*Maison des Métallos, Les Halles Civiques, La base*

1 two-day  
innovation Lab

1 personalized online learning  
space per Catalyst

Where did the  
projects emerge?



12  
projects prototyped

6  
project shareables  
created  
*(See page 41 to see how  
they turned out)*



How did the  
projects take shape?





Through testing, feedback and active listening, the Catalysts crafted solutions that respond to the needs of the market. Through coaching and expert advice, they then turned these solutions into potential sustainable business models.

Here you will find some of the innovative projects that the Catalysts developed from an idea to a soft-launch with PLACE in 2019. They are featured here through posters that PLACE developed with the Catalysts so that they could showcase their projects to potential partners, customers and incubators.

**Tekhnè**  
est une plateforme de crowdfunding dédiée à la production audiovisuelle indépendante. A travers cette plateforme, les réalisateurs de films indépendants seront mis en valeur par des visuels et diverses informations sur la production et pourront trouver l'aide nécessaire pour financer le film.

**Les contributeurs auront accès à une communauté sur la plateforme et pourront ainsi suivre l'évolution des films et se faire un réseau.**

 **Innovant**  
Nouvelle façon de financement qui permet aux contributeurs d'aider les nouveaux projets audiovisuels, de partager et échanger avec d'autres contributeurs de via un réseau social intégré à la plateforme.

 **Responsable**  
La possibilité d'aider un cinéma engagé, qui change notre regard sur le monde.

 **Collaboratif**  
Grâce au réseau social intégré dans la plateforme, les contributeurs forment une communauté. Chacune et chacun pourra participer directement et activement dans la production culturelle en tant qu'acteur(rice) et pas juste en consommateur.

**Qui suis-je ?**  
Je m'appelle **Benjamin**, avec un double parcours dans le cinéma et la gestion, et grâce à Place je me suis lancé dans une aventure entrepreneuriale. **Le manque de cinéma indépendant** m'a poussé à créer une plateforme de crowdfunding dans laquelle les contributeurs peuvent aider et contribuer à la production audiovisuelle indépendante.

**Mon user testing**  
L'user testing m'a indiqué que la majorité des contributeurs possibles sont intéressés par **la création d'un réseau social intégré à la plateforme**, et m'a confirmé l'importance d'une communauté dynamique des donateurs et contributeurs.



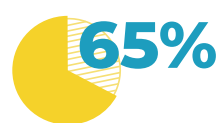
# EDEN services

Europ' déménagement  
et nettoyage

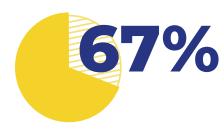
**EDEN services** est un service de déménagement dont la particularité est de proposer un service de nettoyage complémentaire aux déménagements de maisons, appartements, ou espaces...

C'est un service deux en un qui s'adresse à toute personne en situation de déménagement.

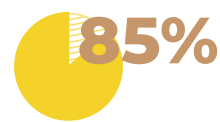
D'après un sondage mené auprès des 200 personnes:



des personnes souhaitent passer au maximum une journée pour leur déménagement complet.



des personnes font seules le nettoyage de leur maison et le nettoyage est un point focal du déménagement



des personnes sont favorables à un service de déménagement et de nettoyage deux en un



Vous souhaitez participer au sondage d'Eden service ?



## A propos de nous

Je suis Serge de EDEN services. Avec moi, une équipe dynamique et professionnelle pour le déménagement et nettoyage des espaces que vous nous confiez. La propreté c'est la santé. Confiez nous votre cadre de vie, on assure.

## Qu'est ce que j'ai appris à ICE academy ?

Avec Ice Academy j'ai acquis le renforcement de mes capacités, des mes compétences et connaissances en entrepreneuriat. A travers les différents modules dispensés par PLACE dans les labs (user testing, persona.. ), mon envie d'entreprendre est plus prononcée et ma détermination à réussir plus grande.

Ces visuels sont des exemples de produits, mais ne sont pas les produits d'Ancestral

La route de la soie n'a



# Ancestral

Jamais été aussi près !

Ancestral est une marque d'ameublement, d'objets de décoration, d'idées cadeaux inspirés de l'artisanat d'Asie centrale. Il a pour but de permettre à ses clients de voyager au coeur du monde perse à travers des étoffes brodées et de mobilier revisité.



## Fait main

Les produits sont tous fait à la main et mettent en valeur l'artisanat et le savoir-faire d'Asie centrale.



## Tradition et modernité

Ancestral est une marque visant à déconstruire les stéréotypes de l'artisanat. Elle joue sur un subtil mélange entre la tradition et la modernité grâce au travail de mobiliers modernes.



## Retour aux sources

Le voyage et le retour aux sources sont au coeur du travail d'Ancestral. Les broderies et étoffes sont un moyen de retourner aux sources, au goût des choses simples et faire honneur aux racines culturelles de l'Asie centrale



## Respect de l'environnement

Les produits d'Ancestral suivent une procédure de fabrication qui respecte l'environnement et la durabilité des matériaux



## Qui suis-je ?

Je m'appelle **Shakiba Dawod**, j'ai étudié les Beaux-Arts en Iran, puis le *costume en France*. Après avoir franchi les portes de plusieurs maisons de Haute Couture en tant qu'assistante styliste, j'ai décidé de créer la maison Ancestral parce que je tiens à notre histoire, à l'artisanat et aux valeurs qui nous ont été transmises par nos ancêtres.

## Qu'est ce que j'ai appris à Ice Academy ?

Avec Ice Academy, je me suis rendue compte de mes forces et cela m'a permise d'avancer dans mon projet et de me motiver pour le réaliser au plus vite.

## Prochaines étapes

Offrir des objets personnalisés selon les goûts de chacun et intégrer un objet familial, un souvenir dans le mobilier pour l'immortaliser.



# PLACE in 2019

## moments we loved

- 1 2019 began with three Catalysts, Karam, Mays and Thoeiba, hopping over to Berlin with the PLACE team to lead a PLACE Innovation lab for newcomers over there through a rapid ideation process: from idea to prototype in a mere 24 hours.
- 2 Throughout the month of January 2019, “Double Portrait”, the first exhibition produced by PLACE, dawned the halls of Meridiam in their gilded office at the Place de l’Opéra in central Paris, offering inspiration through striking images and reflections on complex newcomer identities.
- 3 Over the spring and summer the PLACE team continued to grow and learn together as we welcomed new team members, Shawgi Ahmed, Léa Drougard and Miora Ranaivoarinosy to realize the project’s growing ambitions.
- 4 May 2019 saw challenge-driven innovation getting technical during the Catalyst-led-Innovation Lab at the Maison des Métallos.
- 5 In October 2019, the diverse PLACE community celebrated their growth, as individuals and as a collective, during our Autumn Mingle.
- 6 Led by professional choreographer, Bolewa Sabourin, the Catalysts of “My Image My Story” embodied an empowered sense of self at the canal-side dance studio, Les Petits Riens in November 2019 , in their journey to a new narrative for themselves.





# PLACEmakers

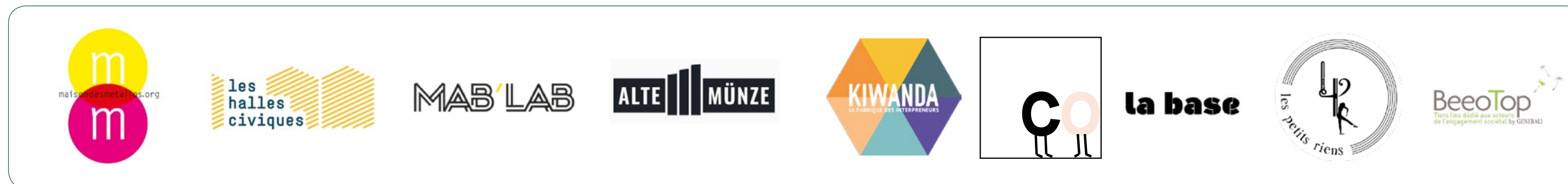
together we made it happen

## Strategic PLACEmakers

Strategic PLACEmakers: They invested in newcomer talent with PLACE in 2019



## Venue PLACEmakers



## Economic Opportunities & Local Delivery PLACEmakers







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**What's new  
for 2020**



## Certification of PLACE programs

In 2020, PLACE will be collaborating with prestigious actors in the sectors of business, public leadership, media & the arts and entrepreneurship to certify its programs.

For many newcomers, certification by a locally recognized institution remains a key to integrating networks and accessing meaningful opportunities that match their skill profiles.

For the certifying partners, it is an opportunity to welcome new, diverse talent into their organizations and eventually their alumni networks. PLACE, bringing our technical approach to growing newcomer talent through innovation, leadership and a deep sense of interculturality, will act as the bridge between these networks and new talent.

### Public Leadership

Emerging Leaders with The German Marshall Fund

### Business

Certificate in Innovation and Technology Management with Ecole des Ponts Business School

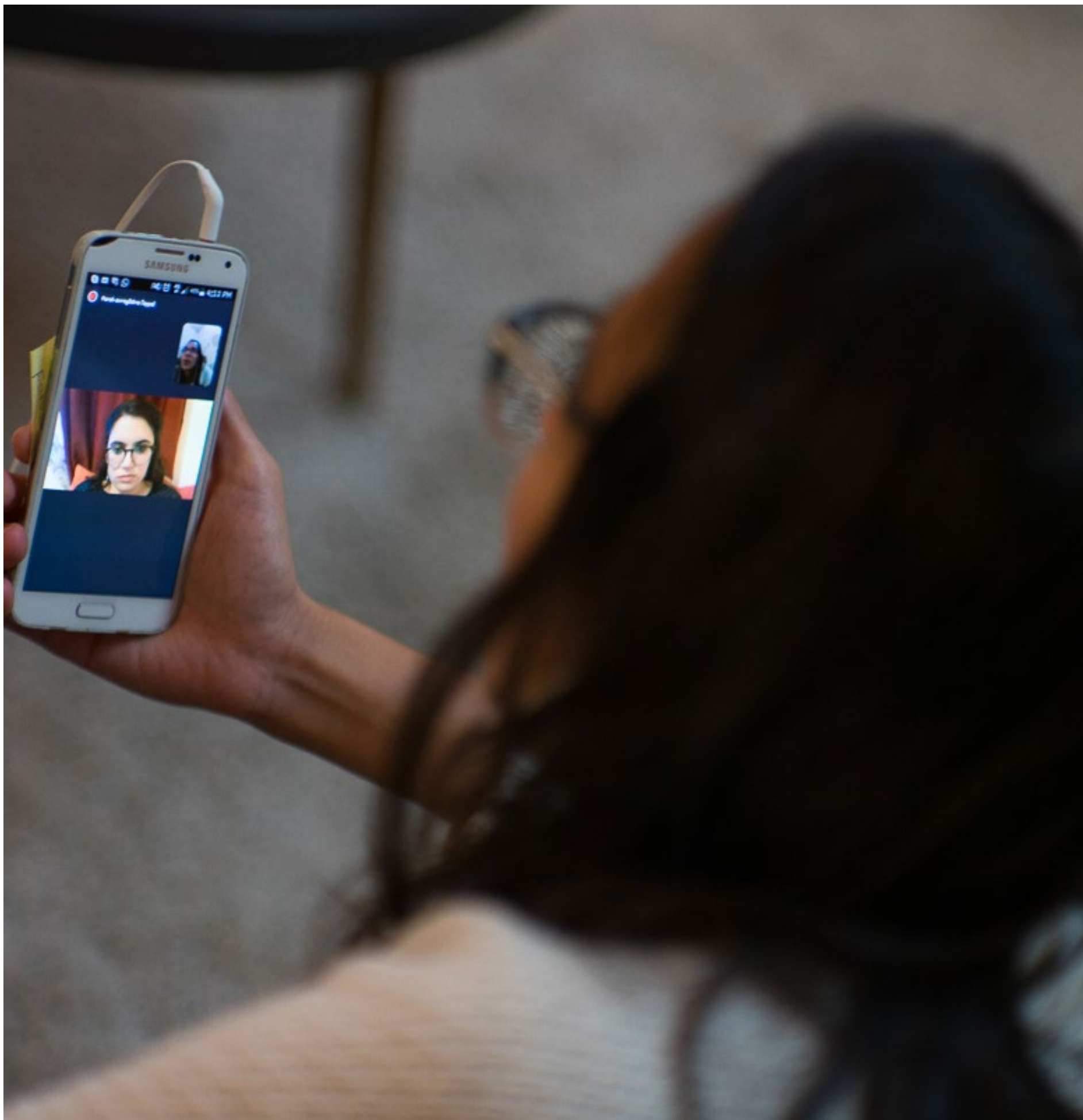
### Entrepreneurship

Ice Academy with Ben & Jerry's

### Media & the Arts

PLACE is on the lookout for arts & media-oriented actors who are eager to work alongside bold newcomer voices. **If this sounds like you, reach out to the PLACE team to find out how we can work together from spring 2020 onwards for the media & arts program, coming fall 2020.**





## Coaching across cultures and borders

Next-generation coaching has always been a staple of PLACE's work. On one hand, the newcomers trained through PLACE's programs have access to sector-specific advice and insider know-how to fast track their professional development. On the other hand, coaches are trained by PLACE in next-generation coaching methodology, thus simultaneously upskilling and connecting with new talent.

In 2020, PLACE will continue to create opportunities for experts to coach Catalysts, only this time, the offer goes global. In 2020 PLACE will be training experts from around the world on remote, agile, coaching methodology - creating a seamless interface with the Catalysts' learning journey.

In winter 2020 we are kicking things off with our [Emerging Leaders](#) program, where coaches from around the globe will enable migrants and refugees in Europe to take on leadership roles on public issues and in formal networks. Does this sound like you? Discover more about this opportunity to coach emerging leaders [here](#).

## Stories of place is growing

Changing the migrant narrative means providing concrete stories that challenge conceptions of migration as a burden to societies.

In 2020, PLACE will continue to publish and diffuse stories that represent the intersection of migration and innovation on [Stories of place](#). The platform is home to stories featuring newcomers and actors igniting change across sectors through innovation and leadership. Stories are co-created with partners and newcomer leaders to amplify the diverse voices taking an active role in shifting perceptions of leadership, identity and innovation.

Want to be a part of changing the migrant narrative? Stories of place is a platform to create and share system-changing stories widely. If you or your organization want to be a part of this change, contact us [here](#) to find out how we can raise our voices together.







## So long 2019

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**2019 wasn't comfortable, nor should it have been.**

For PLACE, 2019 was a year that transformed the insights of an experiment into the foundation of something that can spark a systems-level change. 2019 saw actors investing in newcomer leaders like never before and taking a firm stance on the [potential for innovation](#) newcomers bring to host societies.

For the larger world, 2019 felt like a wake-up call. Global challenges are being felt more intensely and the need for change is becoming more apparent. The solutions we need are possible and the leaders we need to carry them are out there. But in order to access these leaders, we need new systems - systems where newcomers can create, innovate and lead.

In 2020 PLACE will continue to play its role in shaping these new systems. Working alongside actors from across sectors, PLACE will continue to create new entry points for newcomers to create, lead and inspire - not just in the newcomer talent pool, but across networks and inside leading organizations.

We are thrilled to keep creating, innovating and changing the migrant narrative with you in 2020.

**The PLACE team**

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**This is what three years of migrant-led  
innovation look like.**

[welcome@place.network](mailto:welcome@place.network) // [www.place.network](http://www.place.network)

Credits for photography: [Michele Caleffi](#) - [Wow!Labs](#)