

**Interreg  
Europe**



Co-funded by  
the European Union



# Innovation Centres

design, implementation,  
and financial models

Marc Pattinson, Laura Varisco, Arnault Morisson  
*Thematic Experts / Interreg Europe Policy Learning Platform*

1 June 2023

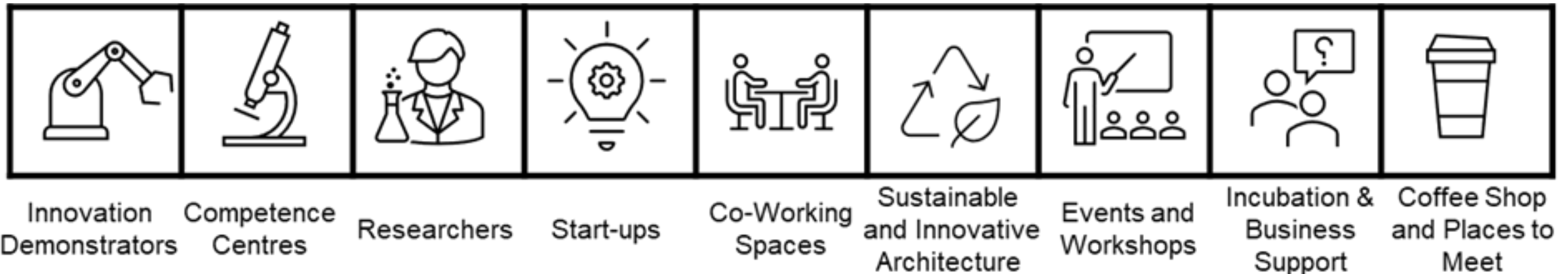
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# Innovation Centres

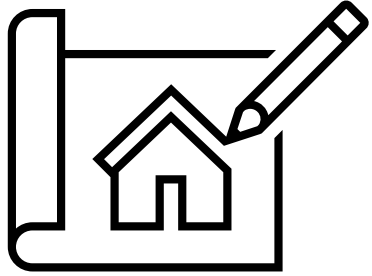
## Introduction

- An innovation centre is a building or group of co-located buildings that provides collaborative spaces for knowledge-based actors.
- Innovation centres aim to reduce fragmentation and to promote collaboration within a regional innovation ecosystem.

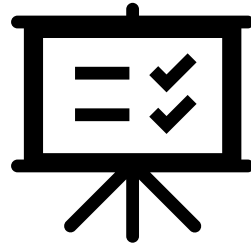
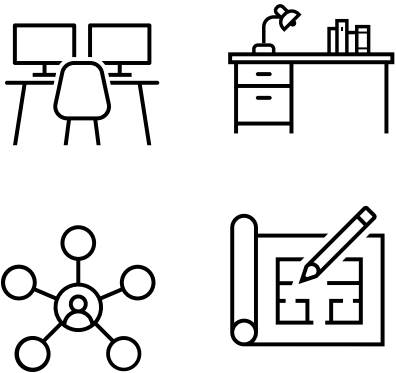


# Innovation Centres

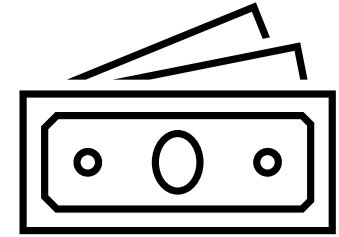
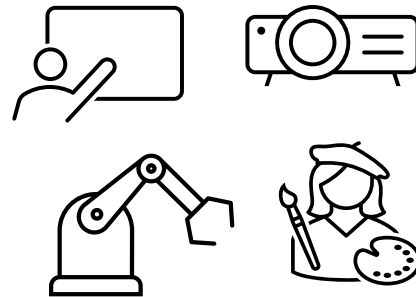
## Design, Implementation, and Funding Models?



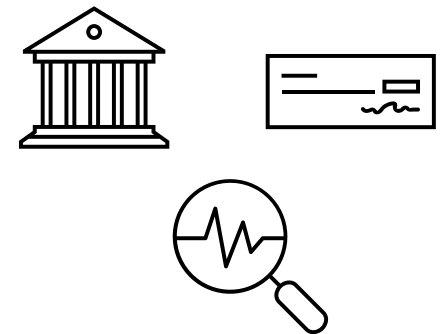
**How to design them?**



**How to implement them?**

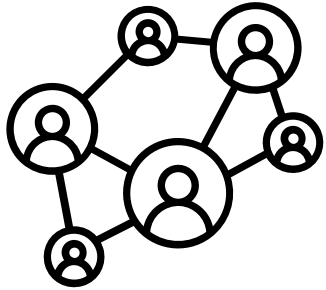


**How to make them financially sustainable?**



# Innovation centres

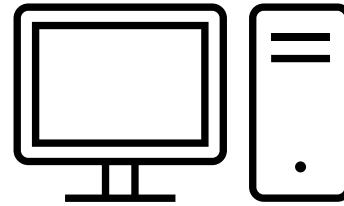
## Presentations



### The Business and Shared Services Centre

**Ricardo Gonçalves,**  
Municipality of Fundão,  
Portugal

**INNO INDUSTRY**



### The Digital Innovation Room Mecklenburg- Vorpommern

**Jennifer Billowie,**  
WITENO, Germany

**NEXT2MET**



### Valleta Design Cluster

**Joanne Attard Mallia,**  
Valletta Cultural Agency,  
Malta

**DESIGN4INNOVATION**

# The Business and Shared Services Centre

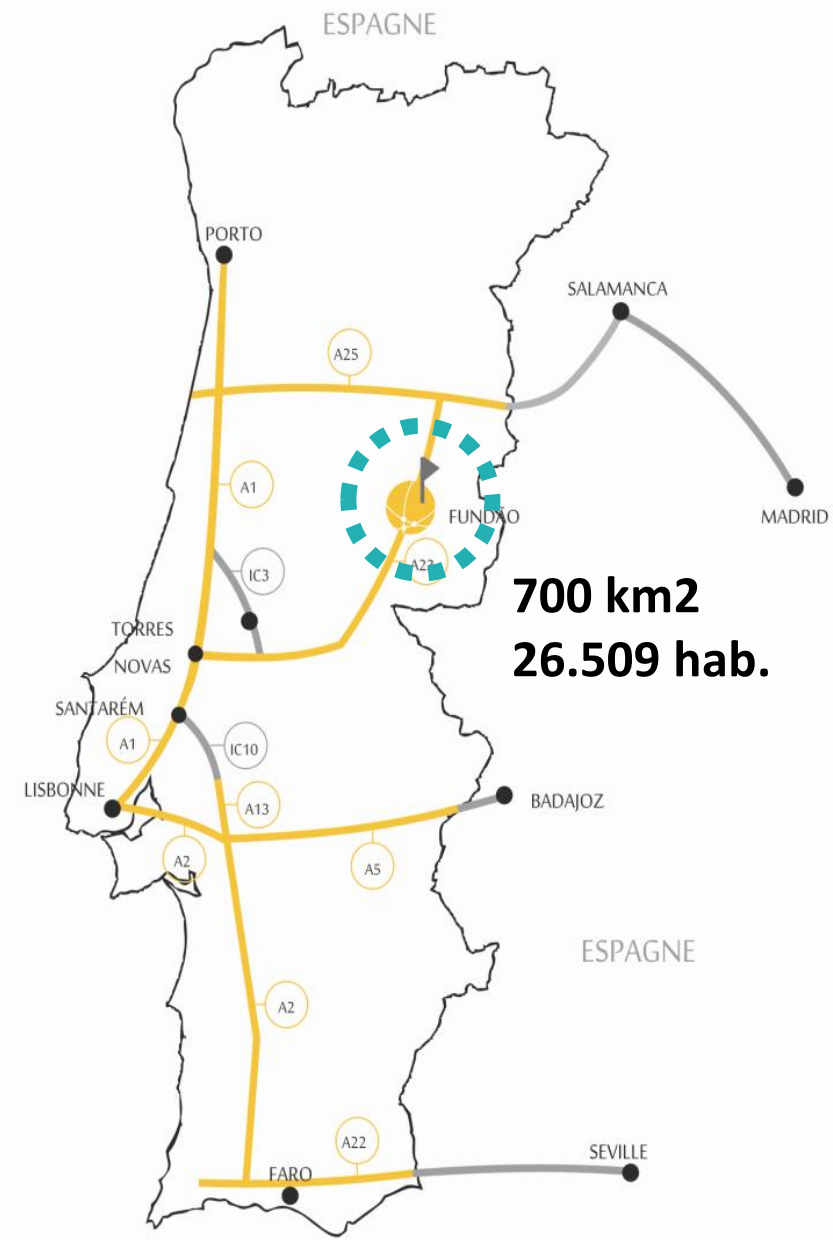


Ricardo Gonçalves,  
Municipality of Fundão,  
Portugal

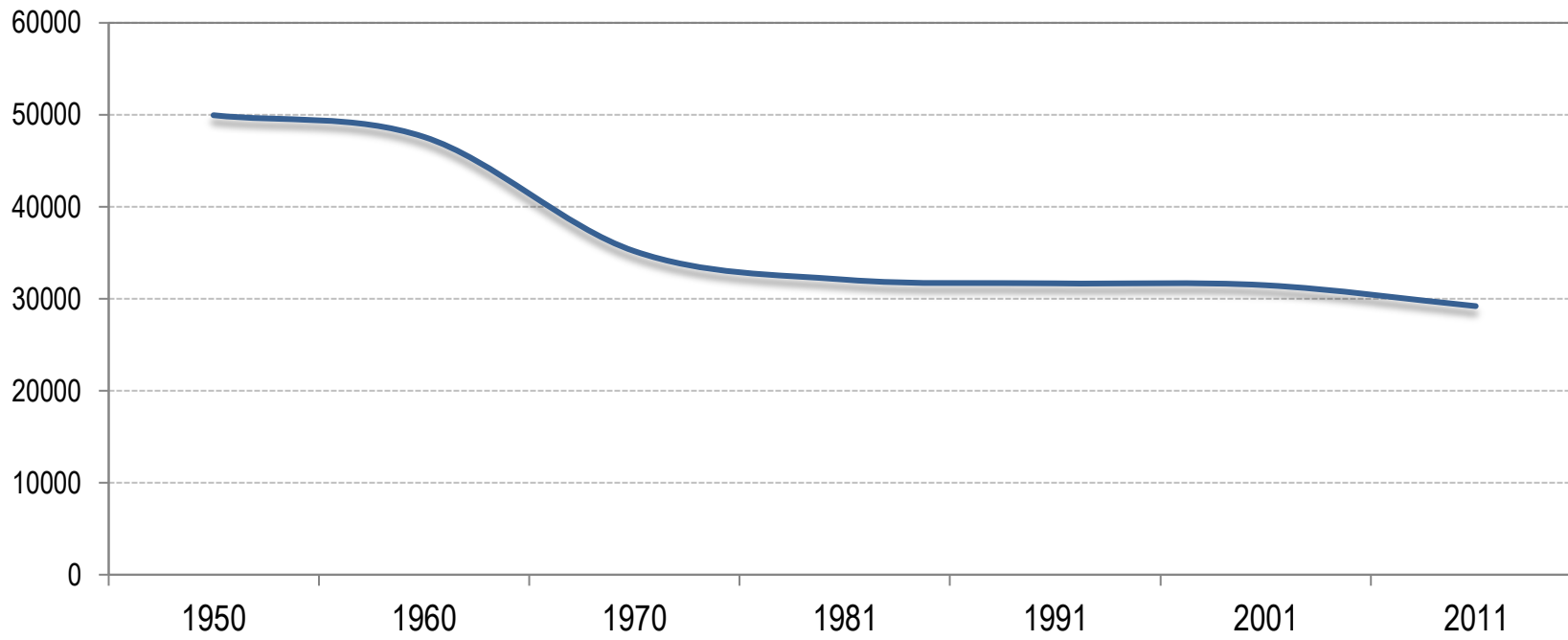
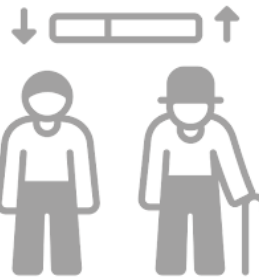
**INNO INDUSTRY**











fundão

INNOVATION PLAN

FUNDÃO =

The image features a central word cloud on a black background. The word "OPEN" is the largest and most prominent, rendered in a vibrant pink color. Surrounding it are several other instances of "OPEN" in different colors and sizes, each paired with a specific sub-term in a smaller font. The sub-terms include "FOR BUSINESS" (yellow), "GOVERNMENT" (cyan), "ARMS" (yellow), "MINDS" (pink), "SOURCE" (blue), and "CULTURE" (yellow). The overall composition is balanced and visually striking due to the high contrast between the colors and the black background.

**OPEN**  
FOR BUSINESS

**OPEN**  
GOVERNMENT

**OPEN**  
ARMS

**OPEN**  
MINDS

**OPEN**  
SOURCE

**OPEN**  
CULTURE

“KUKAPUCHA”

“PORRA KUCHA”

“PECHAPECHA”

“KUCHAPECHA”

fundão  
plano de inovação

“PECHA QUÊ?”

“PUXA XA”

“PÊCHAPUCHA”

“A BUCHA”







FUNDÃO = LIVING LAB

AFIRMAR O PRODUTOS E AS MARCAS DE EXCELÊNCIA DO FUNDÃO:

# fundão

## Clube de Produtores

Producers' Club | Club de productores

Marcar presença em novos mercados.  
(Brasil, China, Japão e Médio Oriente)



FUNDÃO =

## Articulação e Integração \ MARCAS



ALARDO

biofun  
Produtos Biológicos do Fundão Lda





فانداو

fundaoproducersclub@cm-fundao.pt

fundão  
plano de inovação



QUADRAGÉSIMA   
CICLO DE TRADIÇÕES DA QUARESMA

cerejeiras  
em  
flor 

feira do  
**Queijo**

festa da **Cereja**®

**cale**  
FESTIVAL  
DE RUA DO FUNDÃO

CHOCALHOS 

**FESTA**  
DAS **VINDIMAS**

MOSTRA DE  
ARTES E SABORES DA  
**MAÚNÇA**

**miscarros**  
FESTIVAL DO COGUMELO

FUNDÃO =

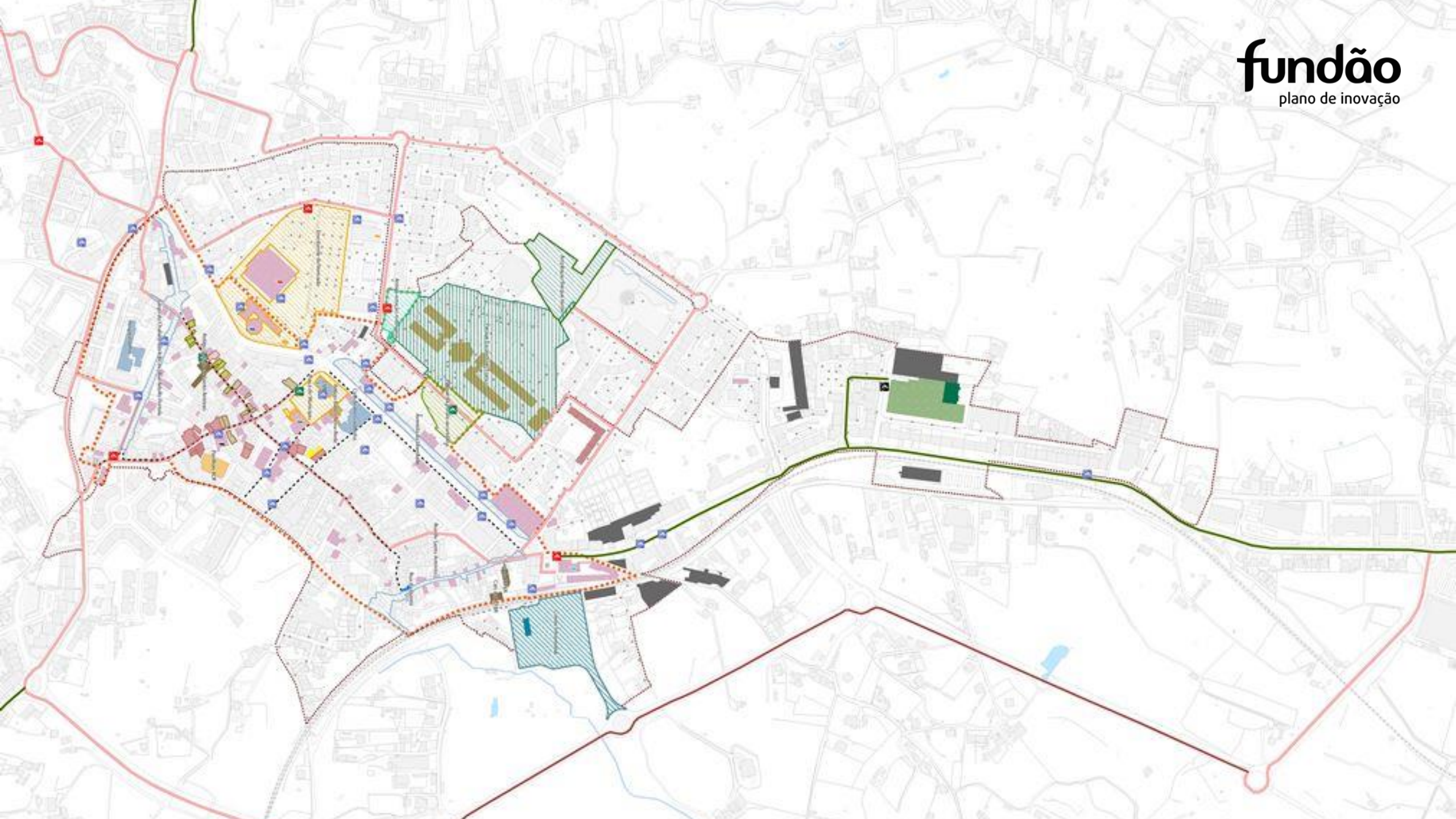
# LivingLab

## COVA DA BEIRA

- Testbed for new public policies
- Networking and partnerships
- Turnkey solutions for investors and entrepreneurs

FUNDÃO = LIVING LAB

 CÂMARA MUNICIPAL	 ALDEIAS DO XISTO	 ASSOCIAÇÃO GERAL DE INDUSTRIAIS E EMPRESÁRIOS CERCANIAS DO FUNDÃO	 TURISMO DE PORTUGAL	 ESOP	 BeiraBiz Associação de Empresas Alentejanas do Beira Interior
 CA Crédito Agrícola	 Centro Hospitalar Cova do Beiro	 ESCOLA DO FUNDÃO	 ESCOLA DO FUNDÃO	 20 anos	 INSTITUTO DO EMPREGO E FORMAÇÃO PROFISSIONAL
 GARDUNHA 21 Município de Gardunha	 IPN	 IFCB	 JOGO SEM MEDO	 LX	 LEPcab
 parkurbis Parque de Ciência e Tecnologia de Coimbra, SA	 PT	 smartRural living Lab	 ZIN	 vitalgreen	 YOREANS ROBOTICS



FUNDÃO =

**QUALIDADE DE VIDA**  
**lifestyle**



**fundão**  
inspiring places













# Multipurpose Pavillion 2012



# Business Center





# Business Center

- 16 ICT companies
- > 1.000 ICT professionals
- RegioStars 2018 Award
  
- Since 2013:
  - > 450 M private investment
  - > 250 projects



**SOFTINSA**



**ACADEMIA DE CÓDIGO**

 **LOGICALIS SMC**



Follow  
**Inspiration**



**LABS<sup>XD</sup>**  
INNOVATION

**cleverti**



**alTran**

**pcmedic**  
we help

**inova  
prime**



**fruition**  
PARTNERS  
A DXC Technology Company



# Accelerator and Incubator

- > 90 startups and projects
- > 420 new jobs
- Classified as an hotspot in Portugal
- Coworking and co-creation spaces
- Certified for Startup Visa
- Fab Lab inside



Follow  
**Inspirati**◊n







FAB LAB





How to do (almost) anything

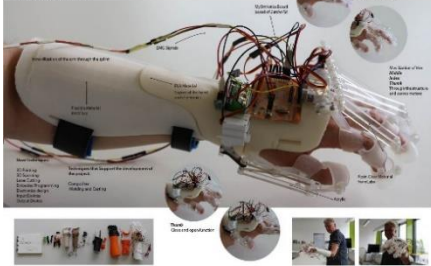






**MyOrthotics**

Adriana Cabrera  
Fab-Lab Kamp-Lidfurt  
www.fundao.org.br



**C.O.T.'S**  
AUTOMATED CAT FEEDER BASED ON RECYCLED MATERIALS

**FAB LAB**  
ALDEIAS DO XISTO  
fundão

"C.O.T.'S" IS AN AUTOMATED CAT FEEDER, A SMART FOOD DEVICE WHICH WILL DISPENSE AN AMOUNT OF DRY FOOD AT A CHOSEN TIME OF THE DAY. IT'S PERFECT FOR THOSE THAT LIVE FOUR CATS ALONE AT HOME. IT IS ALLOW TO PUT ON THE HOUR THE ONE WASHES THEIR HANDS, ONE OF THE BIGGEST DIFFERENCES BETWEEN THIS DEVICE AND OTHER DEVICES OF THE SAME PURPOSE IS THAT THIS CAT FEEDER HAS BEEN BUILT USING RECYCLED MATERIALS. IT USES COMMON AND EASY TO GET COMPONENTS.

I DO NOT ASK TO START A BUSINESS AROUND THIS PROJECT BUT TO HELP PEOPLE THINKING ABOUT ALTERNATIVE SOLUTIONS WHICH DON'T REQUIRE SPENDING MONEY IN AN UNNECESSARY WAY. SOMETIMES SPENDING MONEY IS NOT NECESSARY AT ALL. WE JUST NEED TO LOOK AROUND AND WE MIGHT FIND EVERYTHING WE NEED AT THE SAME TIME WE ARE LEARNING THE PLANET CLEANER AND TURNING IT INTO A BETTER PLACE TO LIVE. THIS CAT FEEDER WAS POSSIBLE WITH CHEAPER SOLUTIONS AND ALSO IT WAS AS A MAIN GOAL, TO SENSITIZE THE COMPANY ABOUT THE IMPORTANCE OF RECYCLE.

**FAB ACADEMY**

FAB LAB ALDEIAS DO XISTO

APLICAÇÕES E IMPLICAÇÕES DA FABRICAÇÃO DIGITAL

**2017**

INSCRIÇÕES: <http://bit.ly/joinfabacademy2017>

PH: (+351) 275 751 365 / 961 977 022 / 961 941 281  
www.fabacademy.org - www.fabfoundation.org  
www.fablab.io

**FAB ACADEMY**  
ALDEIAS DO XISTO

**FAB LAB** ALDEIAS DO XISTO  
**FAB ACADEMY 2017**  
JOÃO MILHEIRO

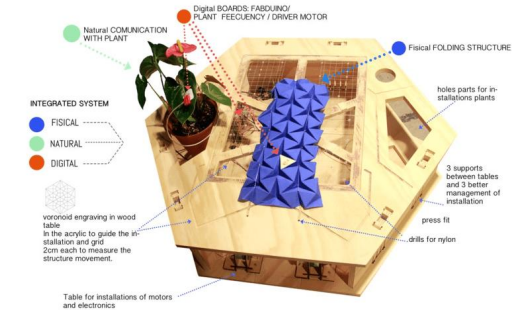
**YOUR AUTONOMOUS MUSHROOM GROWING KIT**

WITH AUTOMATIC EMBEDDED IRRIGATION SYSTEM USING A FOG MIST MAKER

AUTONOMOUS VENTILATION SYSTEM (AIR IN/OUT)

RECHARGEABLE MUSHROOM CULTURES

HUMIDITY, TEMPERATURE AND CO2 LEVELS MONITOR

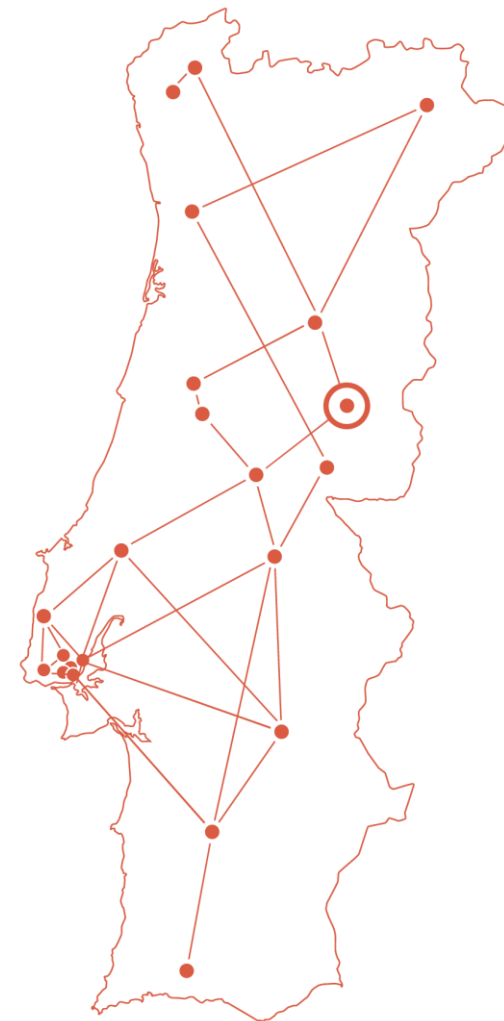
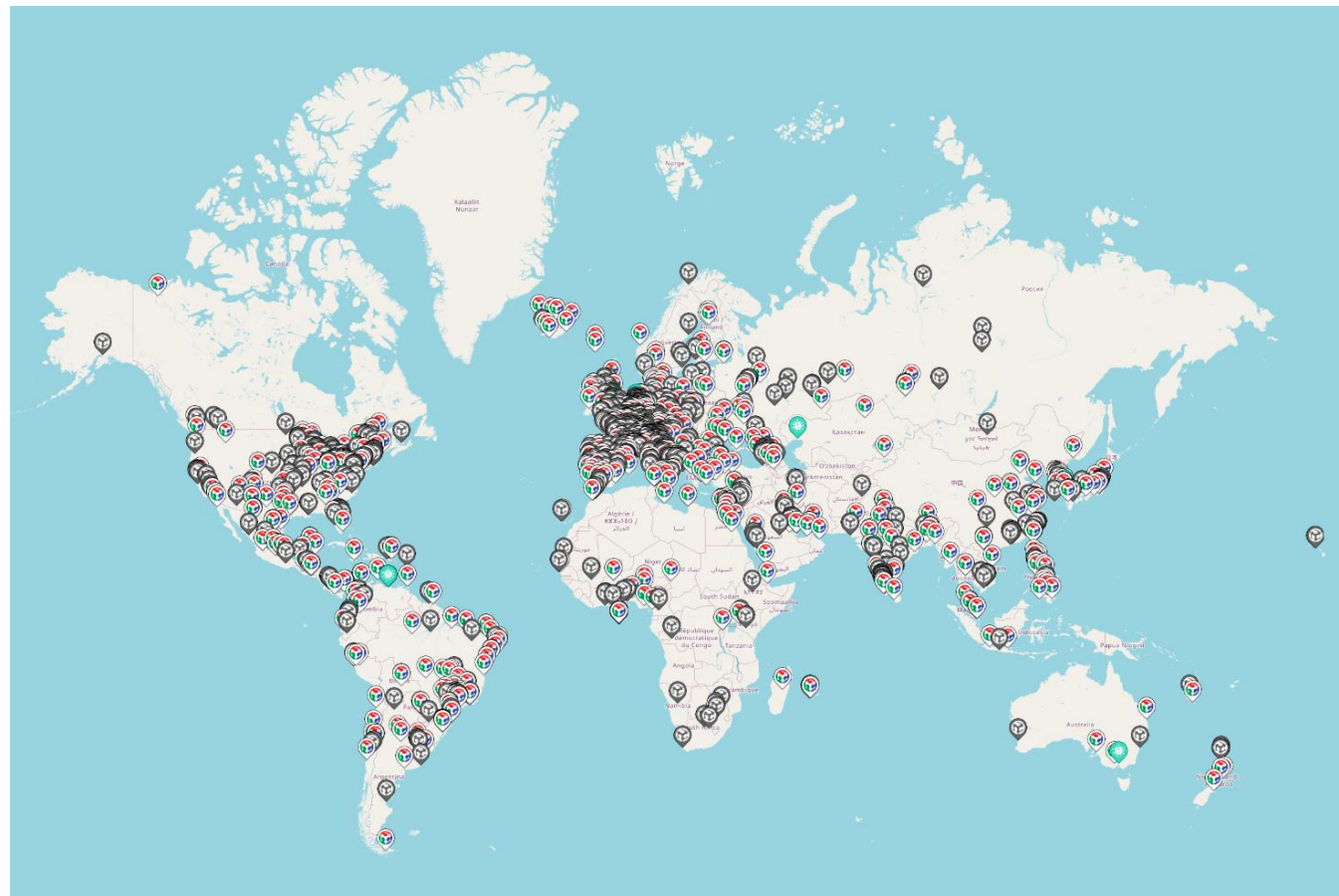


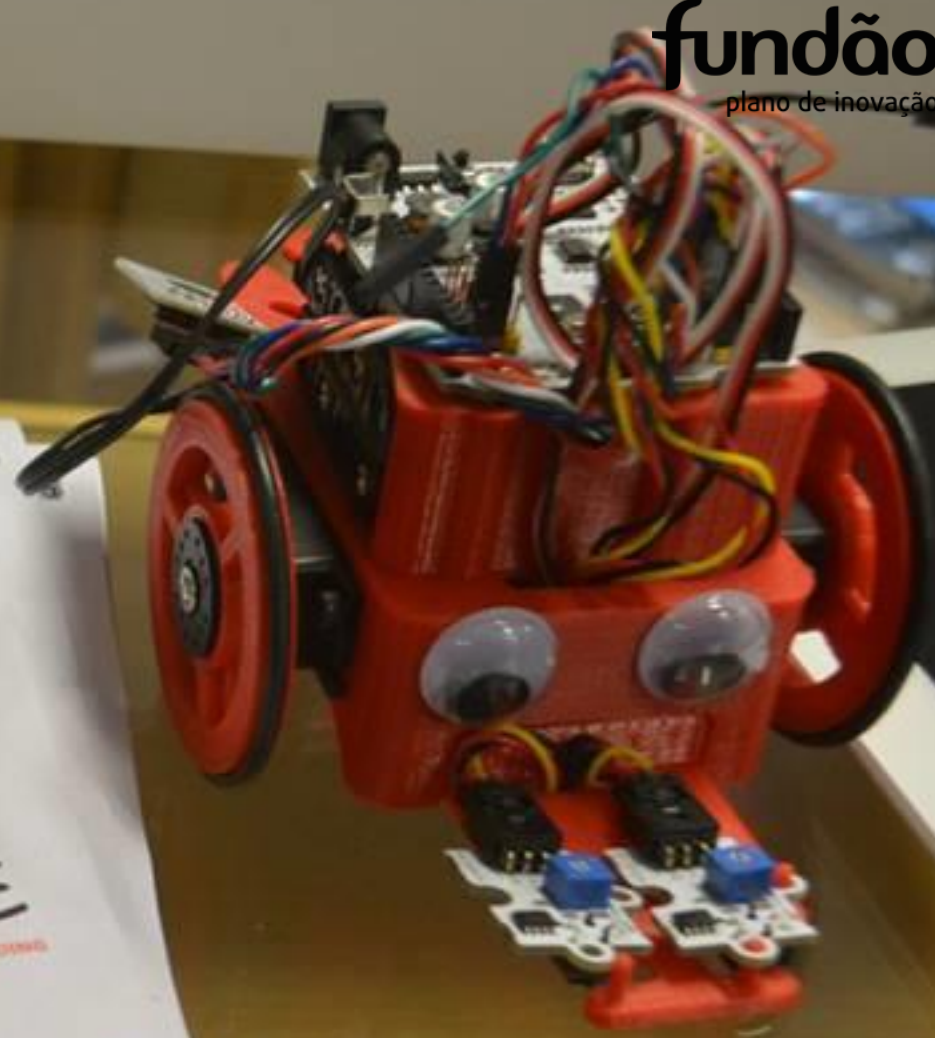
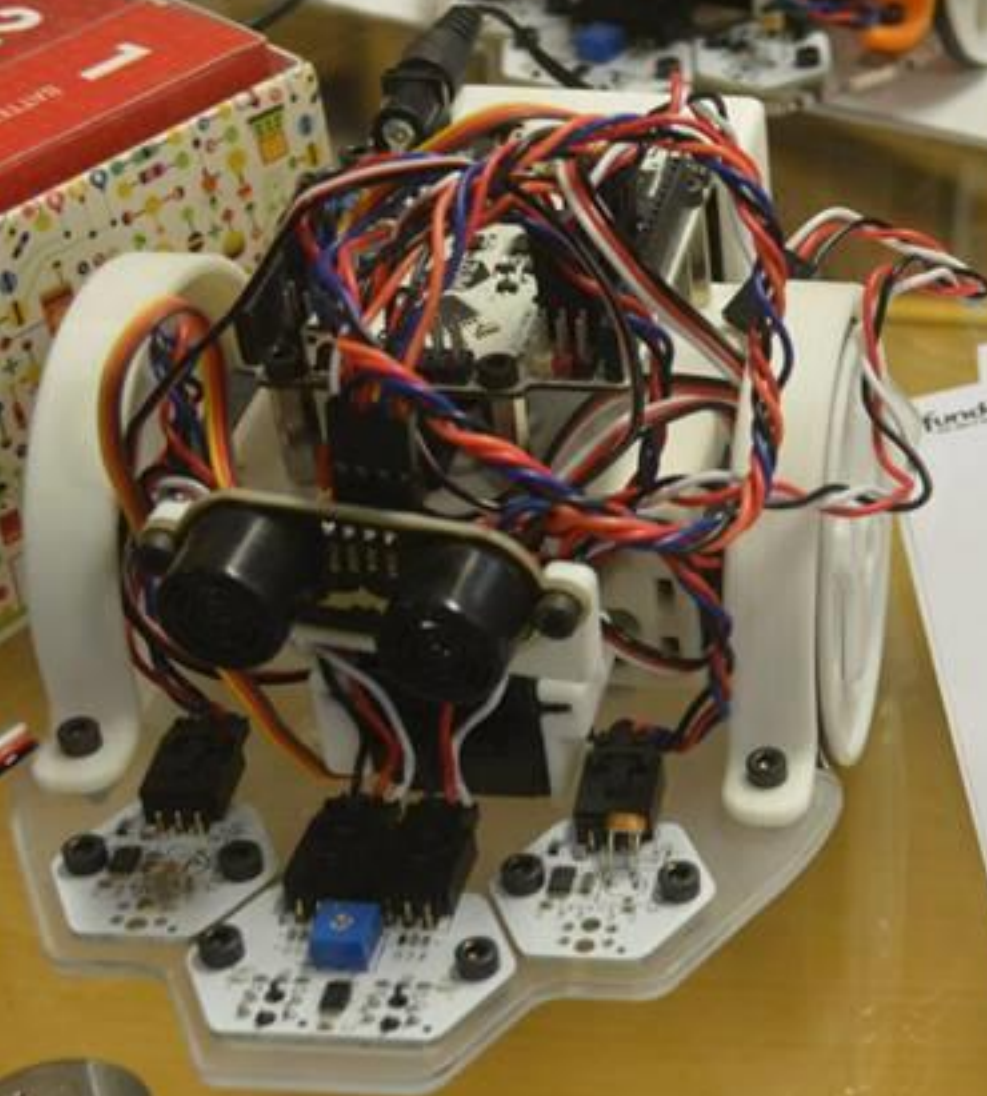


FAB LAB



fundão  
plano de inovação





**WORKSHOPS**

**FAB LAB**  
26-28 Junho 2019  
**WORKSHOP**  
CNC - mobiliário em fabricação digital

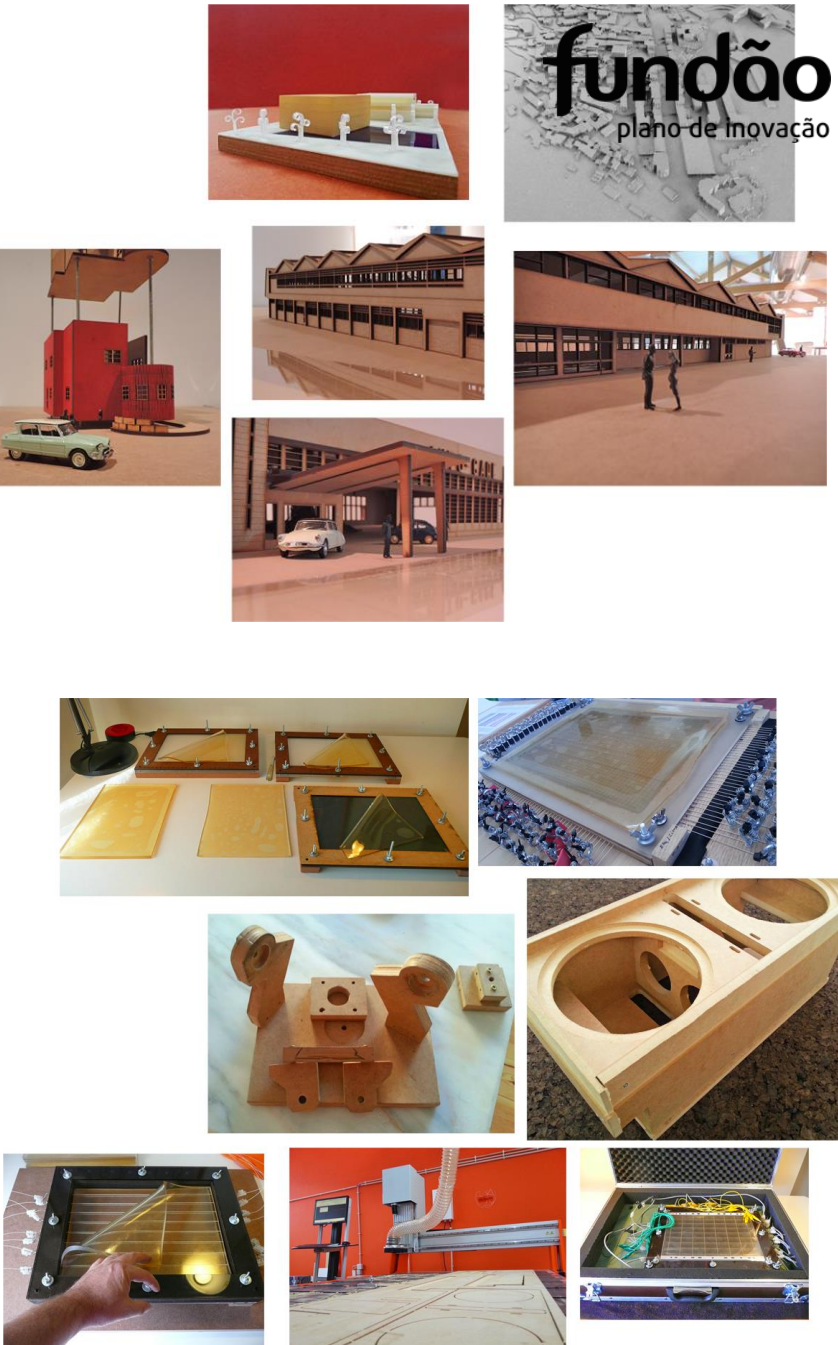
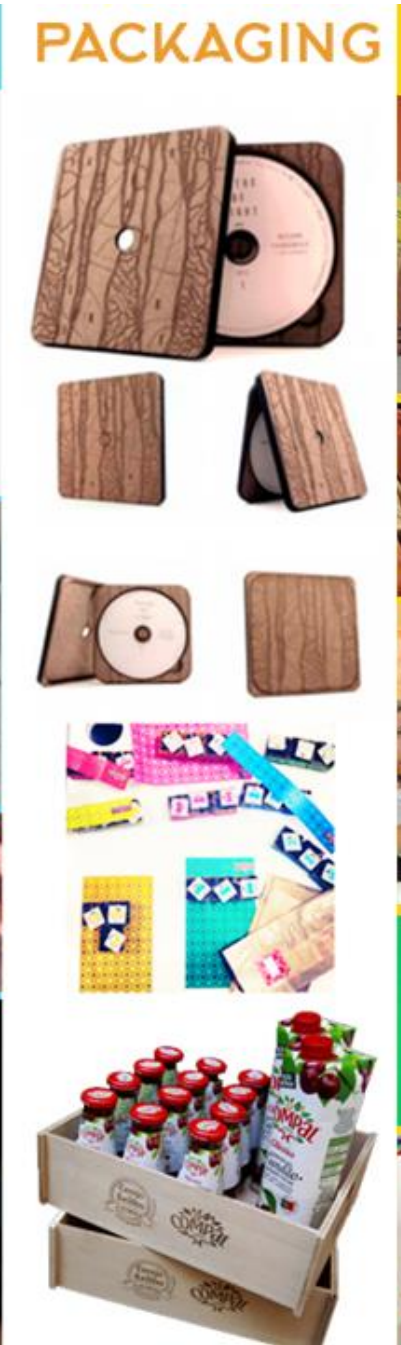
**FAB LAB**  
10-12 Julho 2019 (18h-20h)  
**WORKSHOP**  
modelação e impressão 3D - marabóim / tara

**FAB LAB**  
13 Dezembro 2019 (14h-17h)  
**OPEN DAY**  
WORKSHOP MUV - MOBILITY URBAN VALUES

**FAB LAB**  
17 Dezembro 2019 (9h-12h / 14h-17h)  
**OPEN DAY**  
WORKSHOPS CRIATIVOS DE NATAL

**LIVING LAB**  
9-11 dezembro 2015 (18h-20h)  
**WORKSHOP**  
desenho vectorial aplicado a corte/gravação laser  
ADOBE ILLUSTRATOR CS6

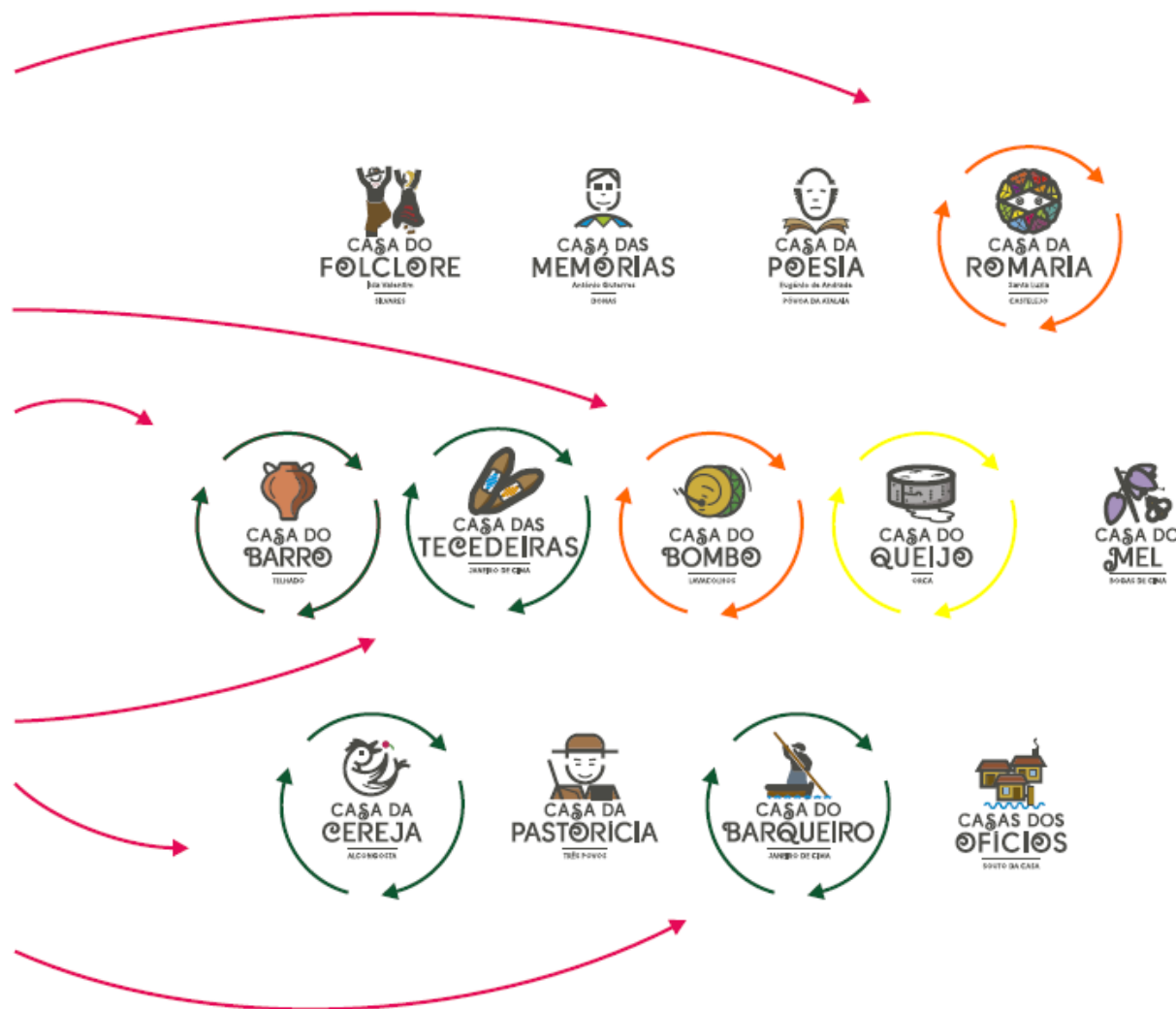
**INKSCAPE**  
8-15 março 2019 (18h-20h)  
**WORKSHOP**  
desenho vectorial open source - Inkscape

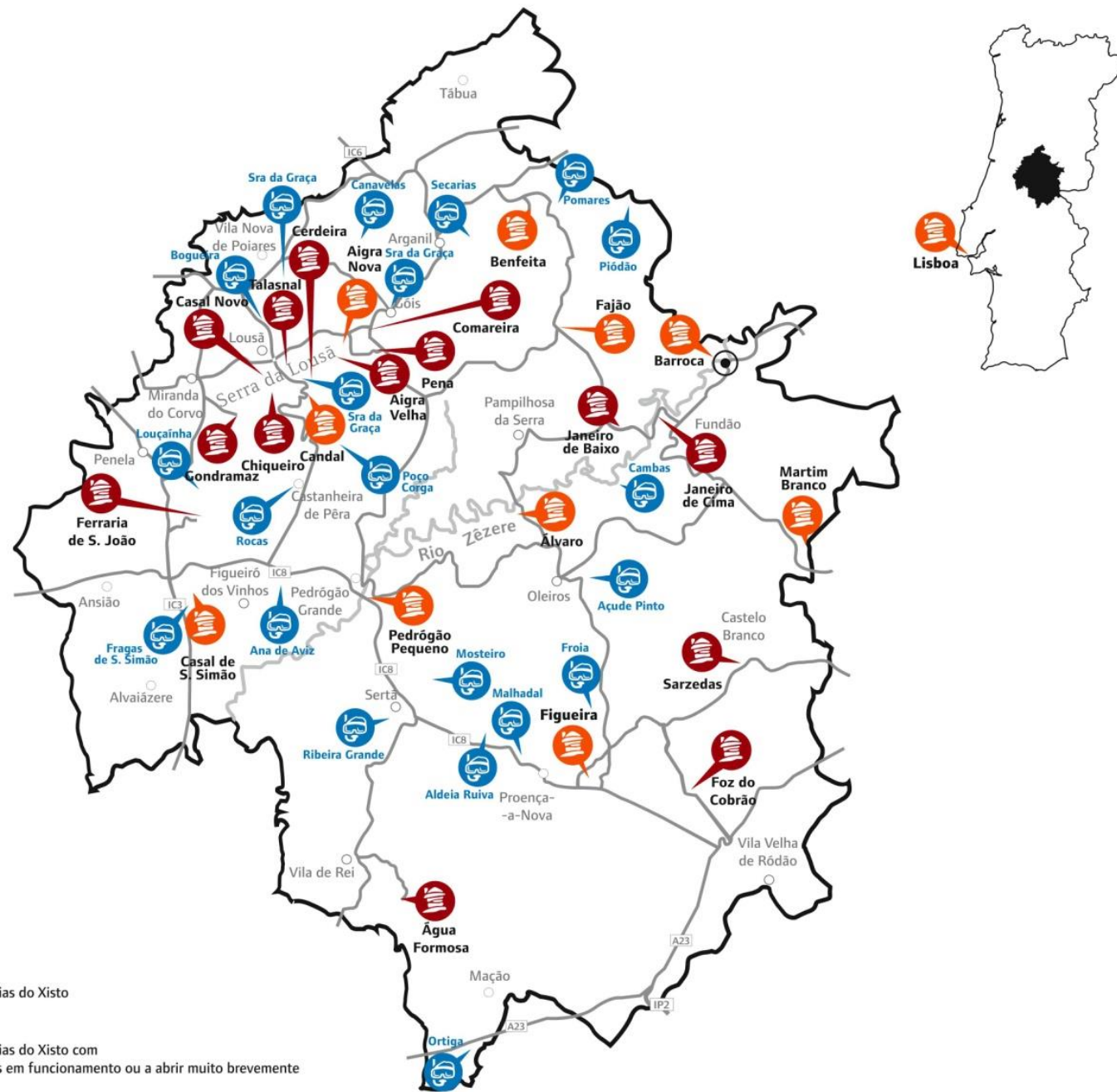


# CRAFT LAB



CENTRO UNESCO





- Aldeias do Xisto
- Aldeias do Xisto com Lojas em funcionamento ou a abrir muito brevemente
- Praias Fluviais





Fundão is a  
**NEW**  
**EUROPEAN**  
**BAUHAUS**  
finalist!

CRAFT  
**LAB**  
FUNDÃO



vote for our project  
by **24 May**



#NewEuropeanBauhaus PRIZES





# Agro IoT Centre



# Agro IoT Centre



**Business Incubation Centre**



**Scale-Up Seminars**



**Open Lab**



**Funding Hub**



**IoT Showroom**



**Networking Factory**

**Lora Network  
across the  
municipality  
(700km<sup>2</sup>)**

**Business Centre  
5G Lab  
IoT Centre  
Business Spot**

**Incubator &  
Accelerator**

**Fab Lab**

**Advanced  
Training Centre**

**AgroTech  
Centre**

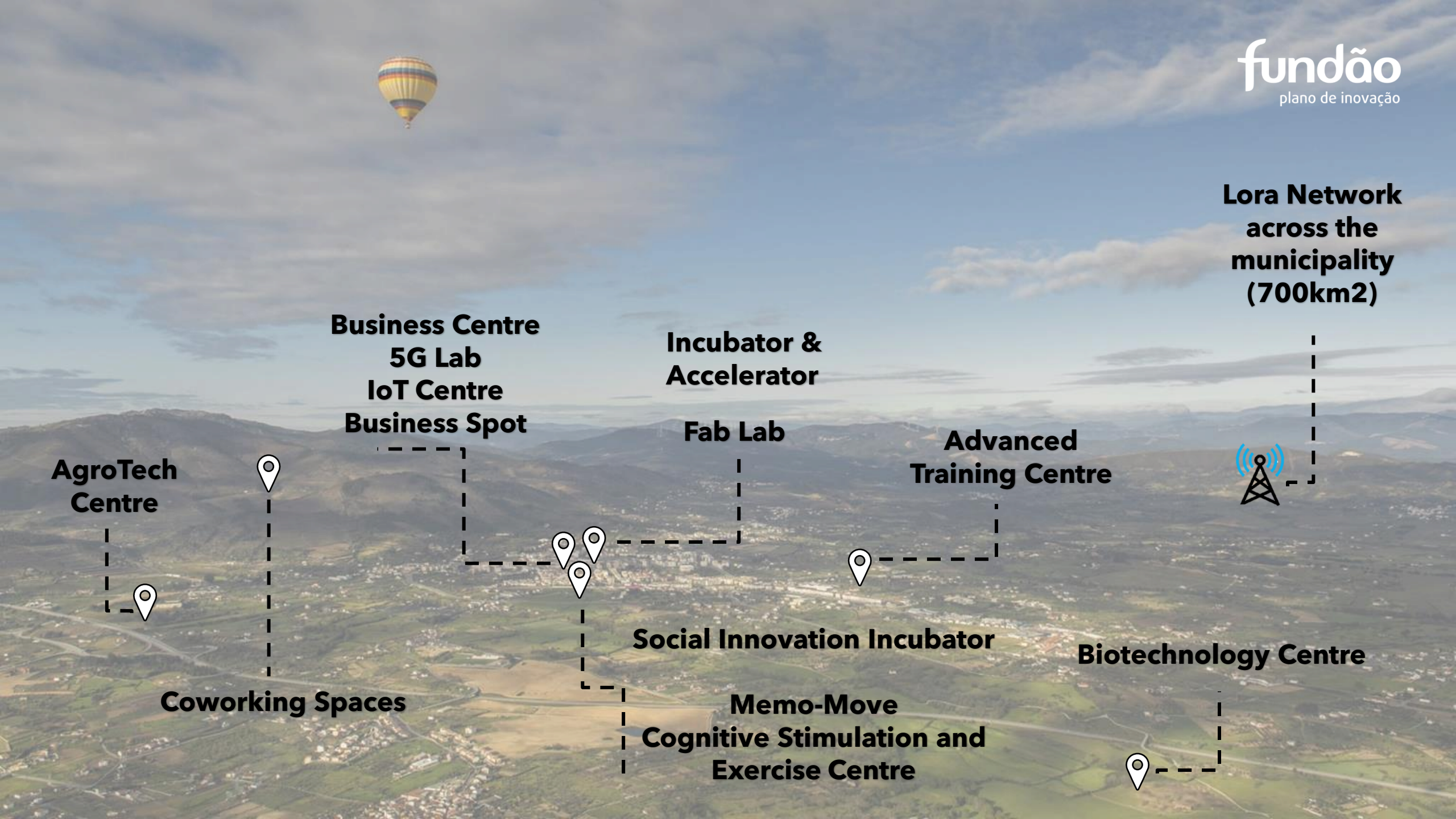


**Coworking Spaces**

**Social Innovation Incubator**

**Biotechnology Centre**

**Memo-Move  
Cognitive Stimulation and  
Exercise Centre**







# Advanced Training Center


  
**Graduated Students**  
(Since 2017)  
**> 1200**


**Available Courses:**


IT 

Precision Metalworking 

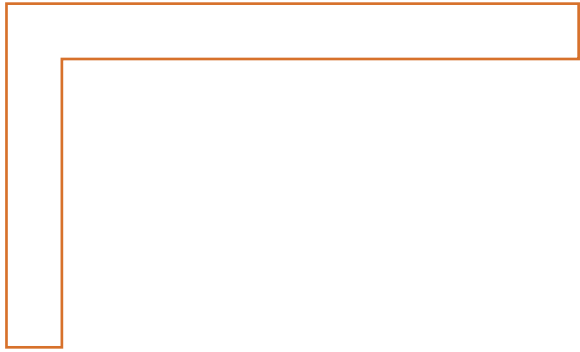
Programming CNC 

Agriculture & Agri-food 

Textile 

Polishing 











**EUROPEAN CAPITALS  
OF INCLUSION  
AND DIVERSITY**  
AWARD WINNER 2023



# Welcome Center for Migrants







Asylum seekers/refugees: Total 271  
- 180 living in Fundão  
- 139 in autonomy



# Fundão, a smart rural city



**Fundão's Cherry,  
recognized brand**



**> 1,000 IT  
professionals**



**1<sup>ST</sup> Social Impact Bond  
in Portugal, Code  
Academy Bootcamps**



**positive migratory  
balance**



**16 IT companies**



**2015, 1<sup>ST</sup> place in the  
European Enterprise  
Promotion Awards**



**73 nationalities**



**90 start-ups since 2013**



**2016, Municipality of  
the Year**



**innovation  
ecosystem reference  
in Portugal**



**supported 250 private  
investment projects**



**2018, 1<sup>ST</sup> place in the  
RegioStars Awards**



**Digital nomads'  
home**



**Coding classes from  
age 6**

# + 80 projects in execution





**AGRI-URBAN** network, within the scope of **URBACT III**, aims to rethink agricultural production in small and medium-sized cities in the European Union, many of which have a relative specialisation in this economic sector. The network proposes to establish a new relationship between agricultural production and consumption, with the implementation of a new sustainable model.



**IoT Xchange** network, within the scope of **URBACT III**, is a project led by the Municipality of Fundão and brings together seven European cities and one university. Its main objective is to encourage the use of digital solutions and IoT (Internet of Things) technology to improve the quality of life in small and medium-sized towns in the EU.



**SIBdev** network, under **URBACT III**, is a consortium of eight European cities, including Fundão, which proposes to explore how social impact bonds can be used to improve public service delivery in areas such as employment, ageing and migration. Social Impact Bonds are promising tools to reduce risks, promote long-term and integrated visions.





**OSIRIS**, within the scope of **Interreg Europe**, addresses essential challenges of seven public bodies, namely employment, education, social inclusion, innovation and climate. The project aims to improve the design, rapid delivery, and implementation of OSI Policies and Action Plans across regional co-creative ecosystems for innovation, inspired by the “Innovation Loop” model.



**MUV**, within the scope of **H2020**, which Fundão integrated in partnership with Amsterdam, Barcelona, Gent, Helsinki and Palermo, aimed to place the citizen at the centre of local mobility policies instead of the old approaches based on finding solutions to car flows, thus empowering the city for the transformation that is taking place on a global scale.



**MED-WET**, within the scope of **PRIMA**, aims to improve irrigation efficiency in the Mediterranean region in a context marked by climate change and extreme drought. MED-WET aims to develop innovative irrigation systems and to use low-cost solutions, with natural and regionally available materials (low technology, low energy, low budget, easy to use).



**FireShepherds**, within the scope of **Erasmus+**, aims to prepare the next generations of Shepherds in extensive livestock management with forest fire prevention objectives. The project is based on different common problems that the project regions are currently facing: the decrease of shepherds working with extensive livestock and the forest fires happening every summer.



**RED URBANSOL - Red de Urbanismo Sustentable e Inteligente en Euroace**, within the scope of **POCTEP**, aim was the definition of a cross-border model of sustainable and intelligent urban development, with pilot application actions associated with mobility, energy efficiency and management, waste management, smart and energy-sufficient cities.



**RURBANlink** is led by the Municipality of Fundão, , within the scope of **InC2 Circular Cities Initiative**, and aims to collaboratively design an action plan for the country regarding the circular economy, being the RURBANlink network responsible for working on urban-rural relations issues, specifically in the agri-food sector.



SPOTLOG aims at creating socially responsible logistics systems supported by innovative urban infrastructures and digitalisation.



GREEN



1.82 M  
EU FUNDING



Mar 2023  
May 2027

An interregional cooperation project for improving zero carbon urban mobility policies

**Project Partners**

- University of Aveiro (PT)
- Fundão Municipality (PT)
- TTS Italy (IT)
- Smart Cities of Romania Cluster (RO)
- Tampere University of Applied Sciences (FI)
- Mazovia Energy Agency (MAE) (PL)
- Municipality of Rimini (IT)
- Vidzeme Planning Region (LV)
- Constanta Metropolitan Area Intercommunity Development Association (RO)
- City of Mechelen (BE)
- Lille Municipality (FR)

SPOTLOG (Green and Socially resPonsible ciTy Logistics InnovaTions) aims to involve local communities in creating socially responsible logistics systems, based wherever possible on zero-carbon modes, through the intelligent use of all available resources and taking advantage of the digitalisation of goods and passenger transport services.

By focusing on low-density communities and medium-sized cities, SPOTLOG partners aim to improve regional policy instruments toward the European goals of inclusive and carbon-neutral mobility.



GREEN



1.82 M  
PROJECT FUNDING



Mar 2023  
May 2027  
PROJECT DURATION

► **SPOTLOG main challenges**

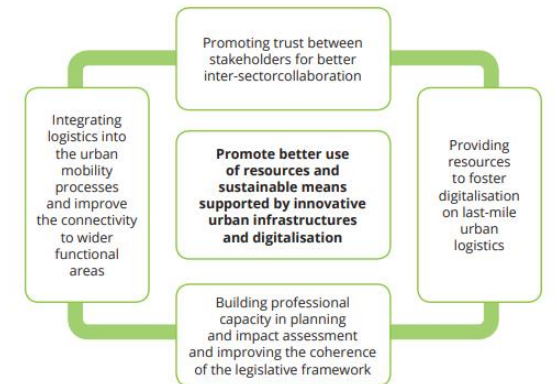
SPOTLOG works towards Policy Instruments improvements and by 2026 the goal is to have new projects, improved management or structural change:

- Operational Programme Centro 2030
- Sustainable Urban Mobility Plan - Municipality of Rimini
- Sustainable Urban Mobility Plan for Constanta National Growth Pole - Constanta Metropolitan Area
- Mazovian Voivodeship Regional Operating Programme 2021-2027 - Urban Mobility in Mazovia
- Vidzeme Planning Region Development Programme 2022-2027
- Mechelen Mobility Plan (SUMP) and the covenant for sustainable urban logistics
- Lille Sustainable Last-Kilometer Urban Logistics Action Plan

► **SPOTLOG objectives**

The cross-cutting approach of SPOTLOG is intended to address multiple practical and policy aspects related to last-mile logistics support and a comprehensive assessment of urban logistic impacts on society. Based on a multidisciplinary consortium with heterogeneous backgrounds, SPOTLOG partners will build a co-creation platform focused on:

- *Sharing knowledge and spotting good practices regarding innovative ways of efficient logistical distribution and zero-carbon modes*
- *Promoting trust between stakeholders for better inter-sector collaboration*
- *Building professional capacity in planning and impact assessment of the various solutions and improving the adequacy of the legislative framework and sustainable mobility plans*



SPOTLOG will contribute to feeding a knowledge hub focused on decreasing the carbon footprint associated with the last-mile transport of goods in dense urban and rural areas.

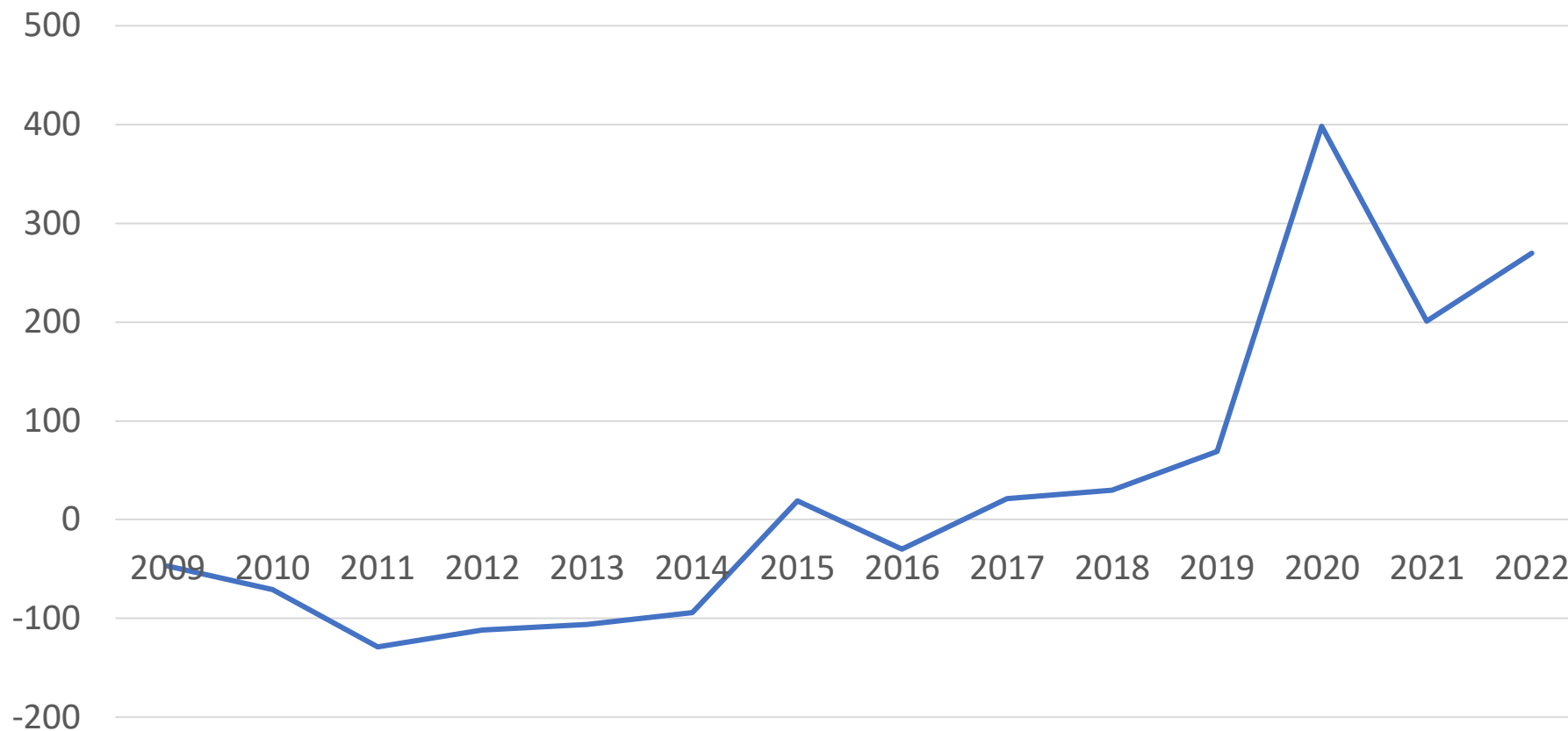
## ▪ What Worked

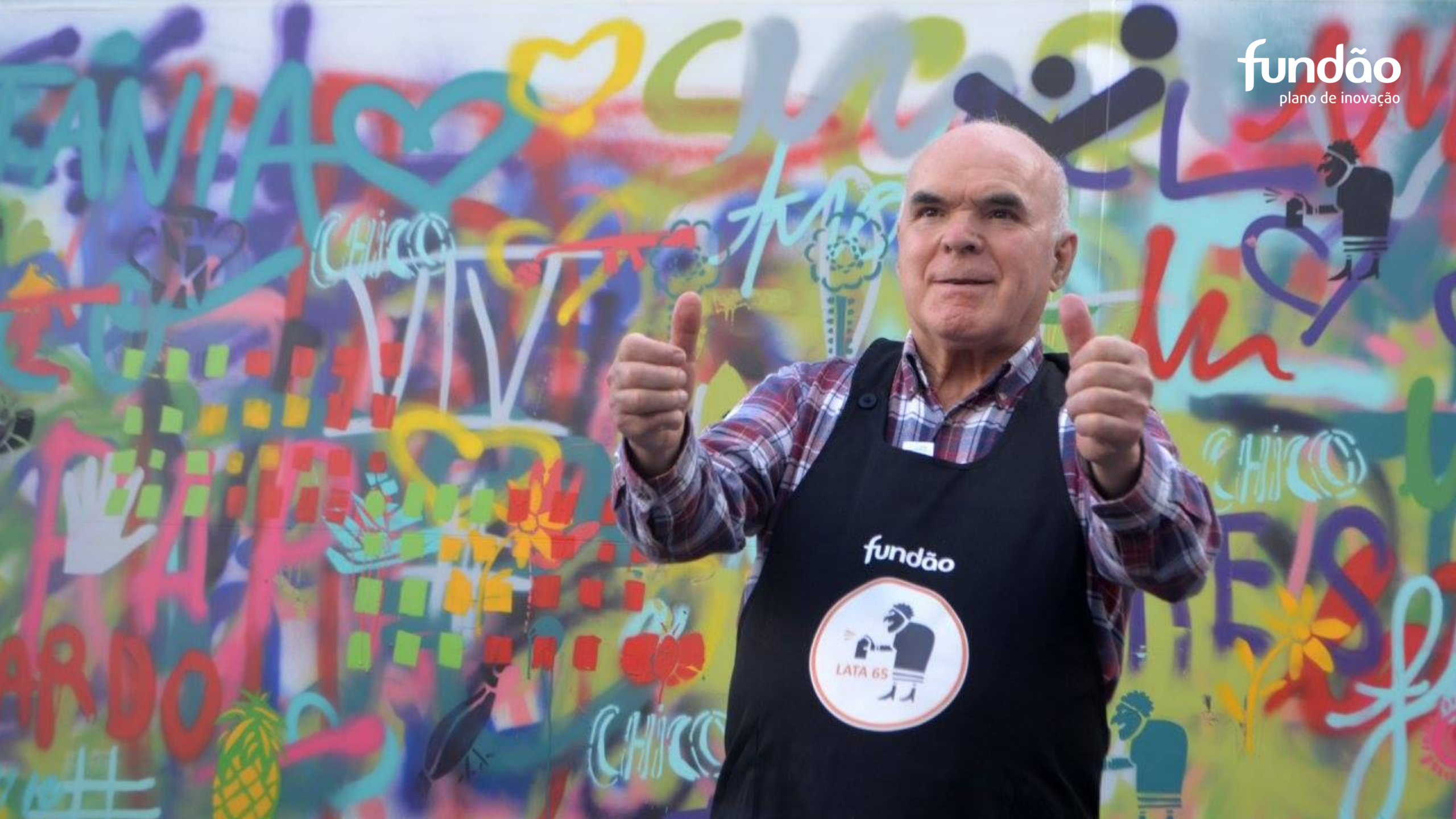
- Strong political leadership;
- Long-term vision;
- Co-creation and community engagement;
- Make it simple;
- Lifestyle as key;
- Digital transition as an unique opportunity for social and territorial cohesion;
- Urban rehabilitation;
- Mindset change for openness;
- Motivated support team.

## ▪ What didn't work

- Transferability to national public policy (e.g. in education, professional training, social innovation and mobility);
- Alignment with regional and national strategies and associated funding programmes;
- Some local initiatives (e.g. those that were launched in very early stage, digital nomads, etc).

## Migratory Balance





# fundão

[ricardogoncalves@cm-fundao.pt](mailto:ricardogoncalves@cm-fundao.pt)

[#movetofundao](#)

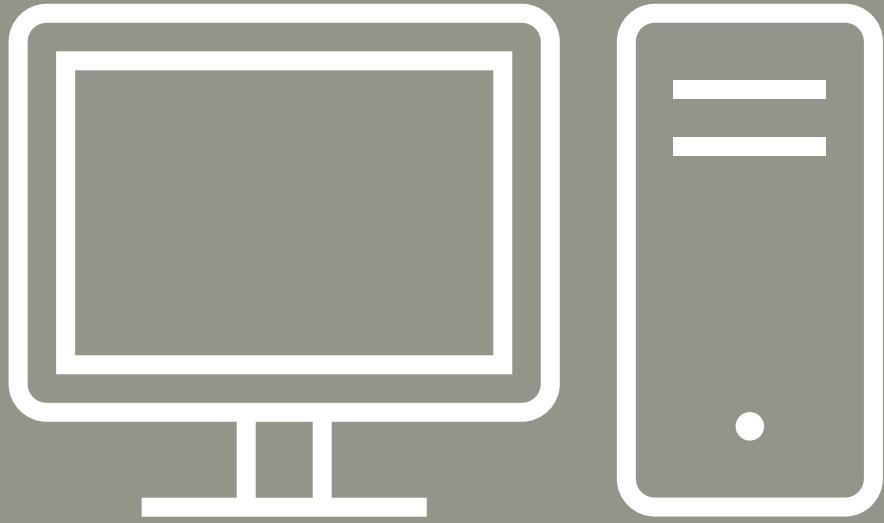


Thank you!

Any questions?



# The Digital Innovation Room Mecklenburg- Vorpommern



Jennifer Billowie,  
WITENO, Germany

**NEXT2MET**



WISSENSCHAFTS + TECHNOLOGIEPARK NORD° OST°

WITENO



Our  
Incubators

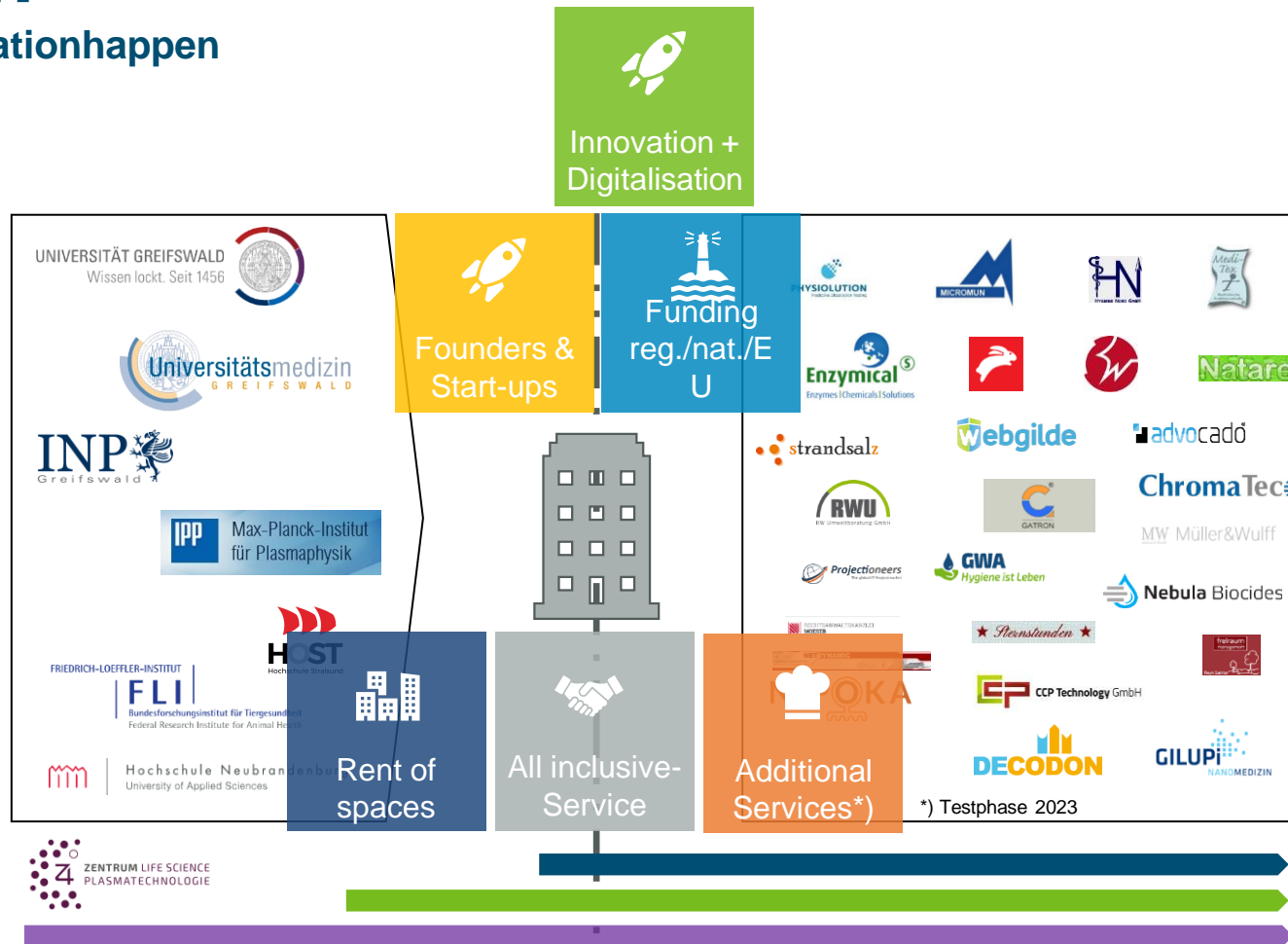


Auf Kurs

54°05,3' N 013°24,0' E

# Mission

#makinginnovationhappen



**GENERAL EFFECTS**

- Increase tax income
- Additional employment (approx. 650 FTE 's)
- Improve Regional Image & Competitiveness

**EFFECTS BY PROJECTS**

- Since beginn WITENO (2015)
- 44 projects
- Budget approx. 6 Mio. € (Lever 1:6)
- Approx. 100 FTE 's (one year)

**BASIC EFFECTS**

- Today
  - 16.500 qm to rent
  - 101 Enterprises
  - Approx. 430 Employees
- Since 1991
  - 361 Enterprises were tenants in our centers
  - 204 moved out
  - 51 stopped business
  - 4 went ba

# „Alte Mensa“ Greifswald

## Member of the Digital Innovation Room Mecklenburg-Vorpommern



**Mecklenburg Vorpommern**  
*MV tut gut.*

Aktuelles und Events | Projekte und Macher | **Digitaler Innovationsraum** | Landesregierung M-V | Kontakt

NØRD

## Digitale Innovationszentren

Mecklenburg-Vorpommern - der Ideenhafen für Unternehmer und Weiterdenker.

Junge Start-ups, etablierte Betriebe, traditionelles Handwerk und richtungsweisende Ideengeber - gemeinsam gestalten sie die Zukunft unseres Bundeslandes.

Das Digitale MV bietet ihnen den Freiraum und die Unterstützung, die sie verdienen - in den digitalen Innovationsräumen MV.

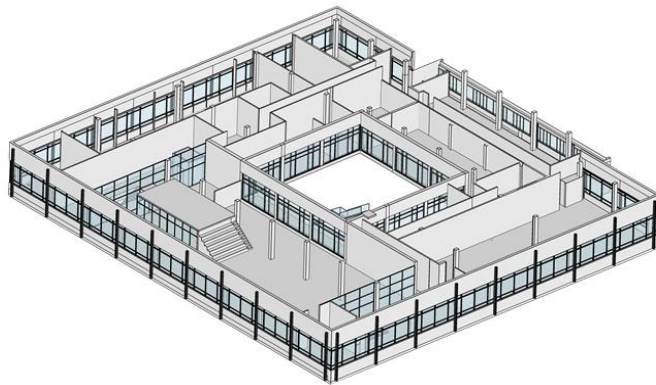
Die Experten des Digitalen MV beantworten die Fragen zur Digitalisierung mit einem Netzwerk aus erfahrenen Mentoren und Machern und eröffnen neue Perspektiven für die Zukunft junger und etablierter Unternehmen.

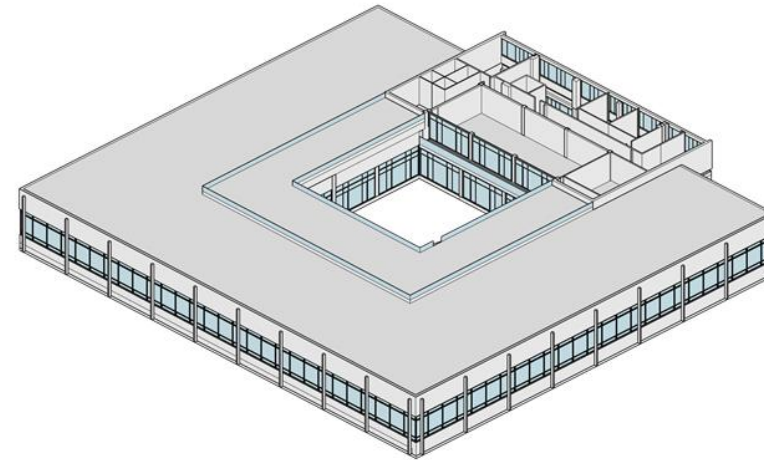
Map locations: SN, HWI, HRO, HST, HGW, NB

# Digital Innovation Center in Greifswald



# Digital Innovation Center - Design



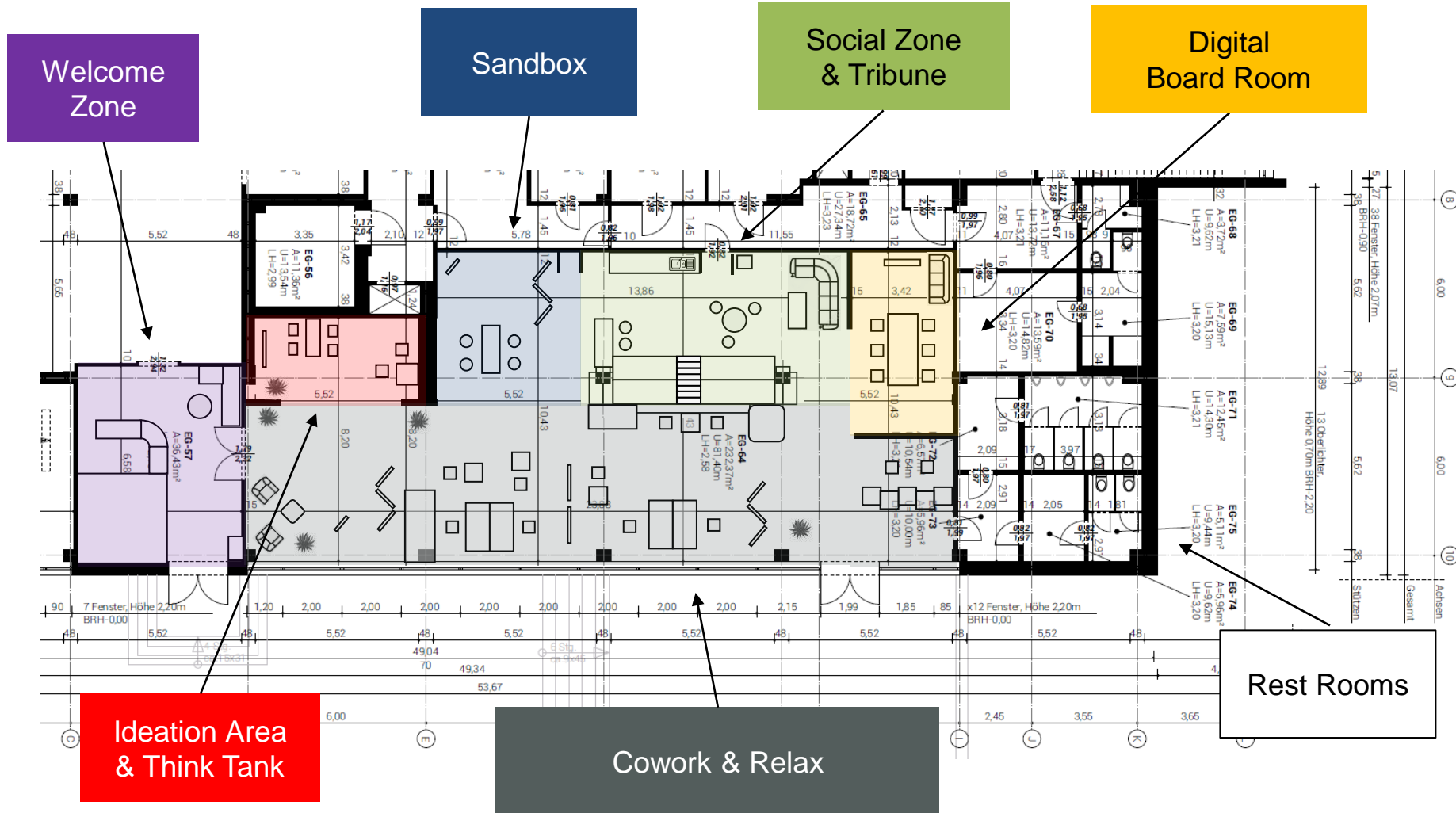




Basement & Roof area



# CoWorking Space - Concept



# Digital Innovation Center - Implementation

#Incubator

#Networking

#CoWorking

#Events

#Transfer of knowledge

#Stage for experts

#Inspiration

#Initiating projects



# Digital Innovation Center - Implementation

Formats of all 6 Digital Innovation Centers:

## Regional Program

- ✓ Regional conference
- ✓ Informal monthly get-together
- ✓ Weekly educational program
- ✓ Weekly consultations
- ✓ Project planning

## Land-wide Program (with cluster-topic)

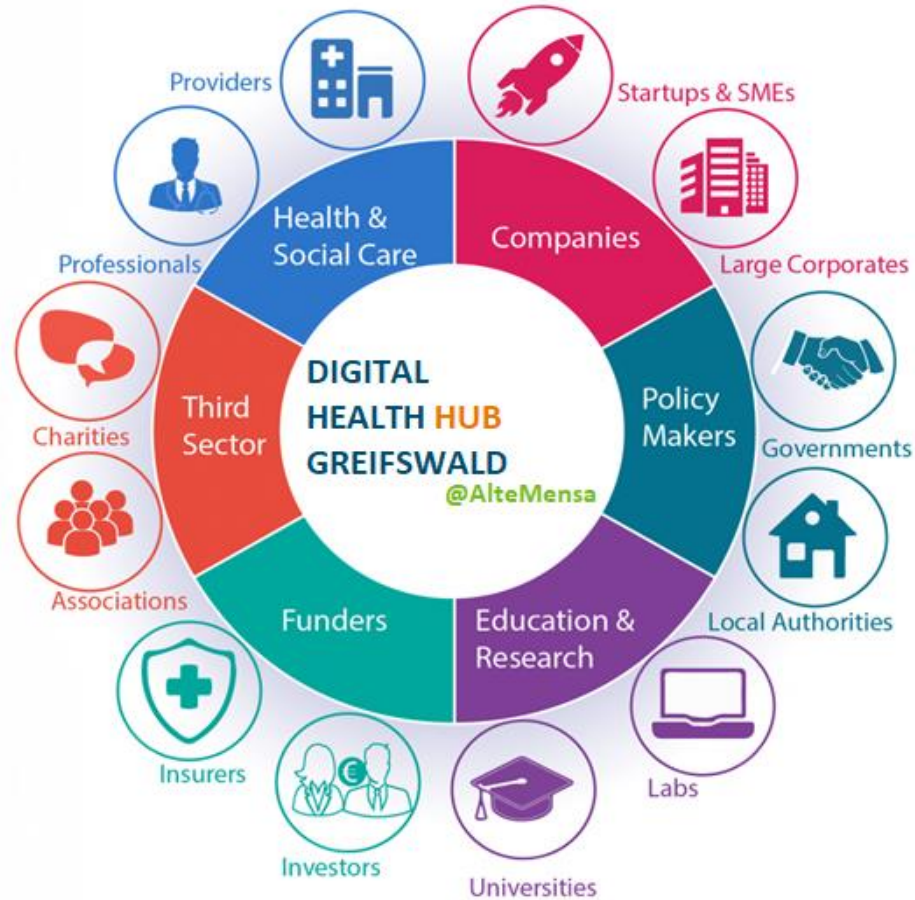
- ✓ Meet-Discuss-Create
- ✓ Hackathon
- ✓ NØRD (Digitalisation conference)
- ✓ White Papers

## Incubator/ Accelerator

- ✓ Consulting founders
- ✓ Initiating teams
- ✓ Accelerate teams after founding



# Digital Health Hub as part of the DIC



# Digital Innovation Center - Financing



Finanziert von der  
Europäischen Union



# Digital Innovation Center - Financing





Thank you!

Any questions?

Jennifer Billowie, WITENO, Germany **NEXT2MET**

# Valleta Design Cluster



Joanne Attard Mallia, Valletta  
Cultural Agency, Malta

**DESIGN4INNOVATION**



# MARKET OVERVIEW (2018)

28K

SMEs in Malta in 2017, providing 80.9% of employment in 'non-financial business economy'

600+

enterprises in the design sector employing 1,269 individuals

40%

Of enterprises in the design sector are self-employed

€26M

Value added generated by the sector in 2010



## THE STARTING POINT



- Legacy project of Valletta 2018, European Capital of Culture
- Community space for cultural and creative practice
- Focus on design, entrepreneurship and social impact
- Adaptive Re-use of historical spaces

# DESIGN PROCESS



2014-2016

Informal consultations, discussions, presentations and workshops at national and international level



2017-2019

Consolidation of consultative and design process under Design4Innovation. Co-design of spaces involving stakeholder meetings and coordination with authorities



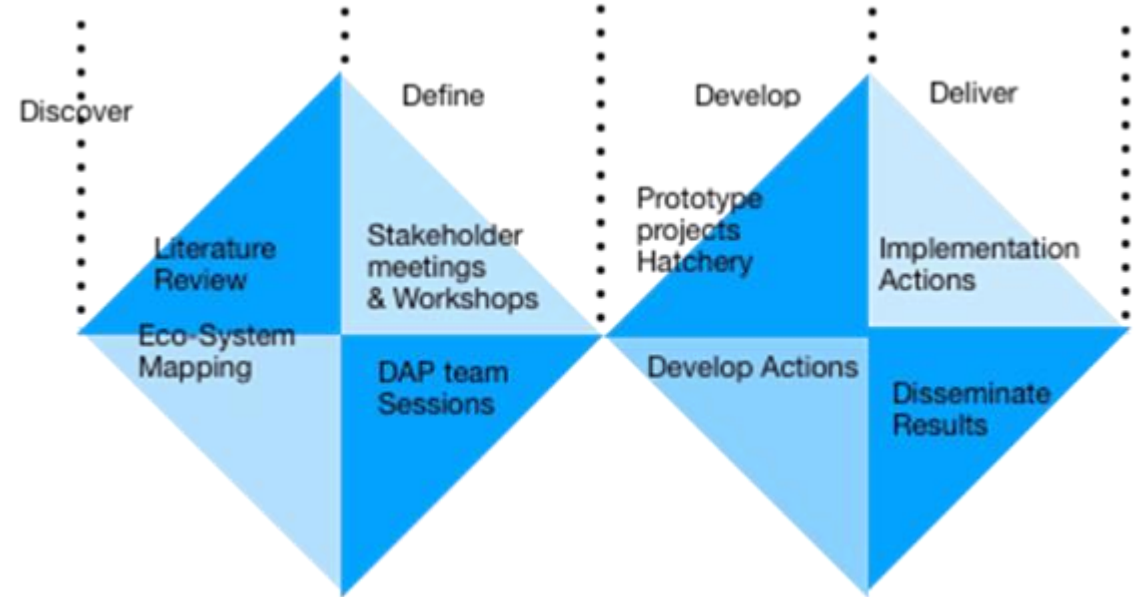
2018-2021

Infrastructural Works on Site



2021-2023

Valletta Design Cluster open and operational



# COMMUNITY-LED DESIGN



# THE IMPLEMENTATION



Public Courtyard

Conference Hall

6 Meeting Rooms

Foodspace: 1 teaching kitchen  
& 1 Industrial kitchen

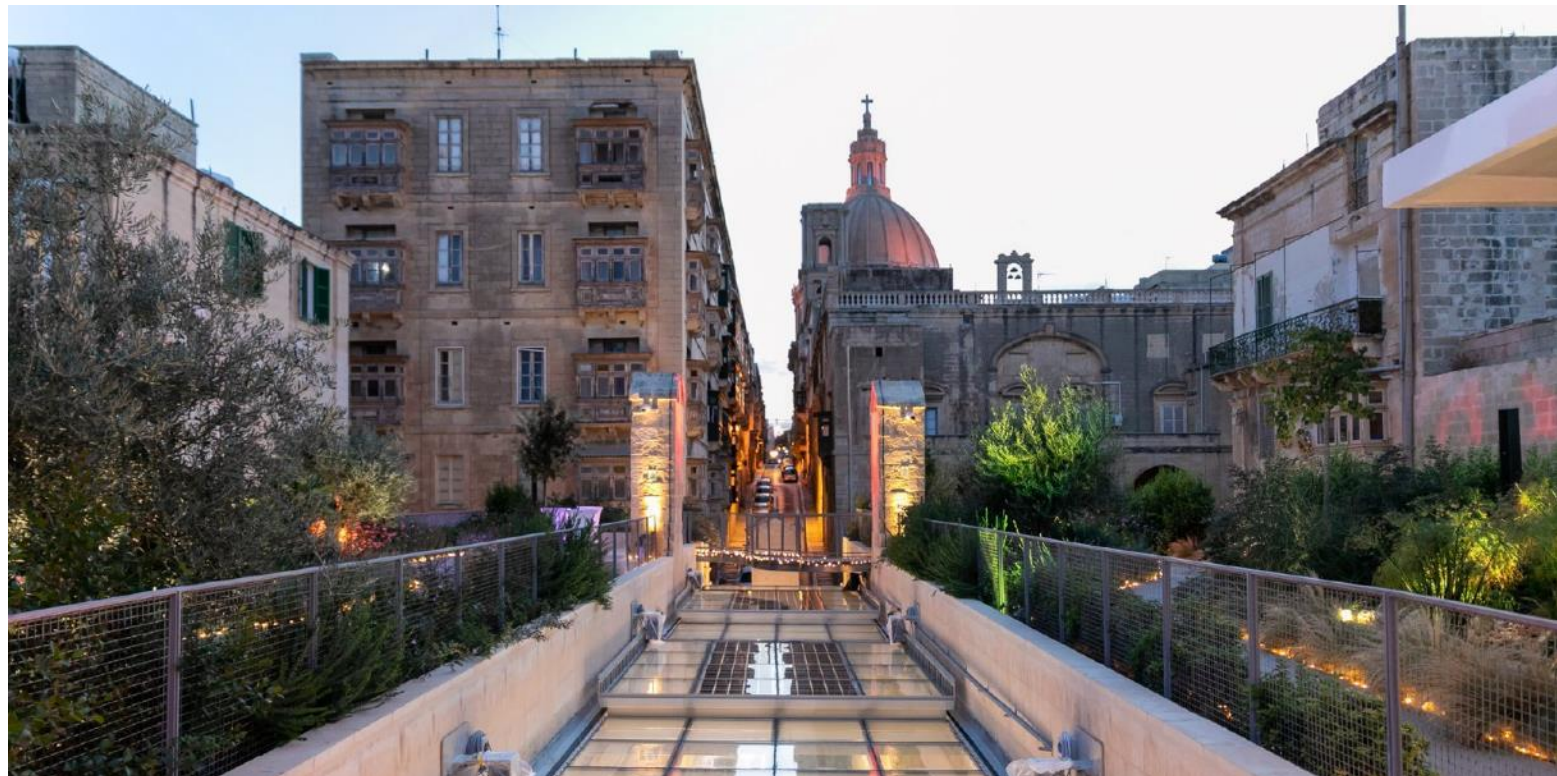
Makerspace

15 studios

1 Co-working space: 30 desks,  
kitchenette, break room

Public Roof Garden

2 Artist-in-Residency spaces



## STATUS OVERVIEW

94

94 Regular members to date  
(organisations, individuals,  
students)

2

2 Studio members in place  
New call open for 11 new  
studio members

4

4 Residency programmes for  
Artists, Designers and Start-  
ups

6

6 Partnerships with public  
bodies, universities and  
NGOs

...and plenty of room to grow





Thank you!

Any questions?





# Moderated Panel Discussion and Q&A

# Slido


slido.com with #1979620



slido



Do you have an innovation  
centre in your region?

 Start presenting to display the poll results on this slide.

slido



What are or have been the most difficult challenges when designing or implementing your innovation centre(s)?

ⓘ Start presenting to display the poll results on this slide.

slido



What funding streams have you used to make your innovation centre(s) financially sustainable?

ⓘ Start presenting to display the poll results on this slide.

# Mini-matchmakings



Find solutions to your  
policy challenges



CLOSING REMARKS

# Peer learning in practice

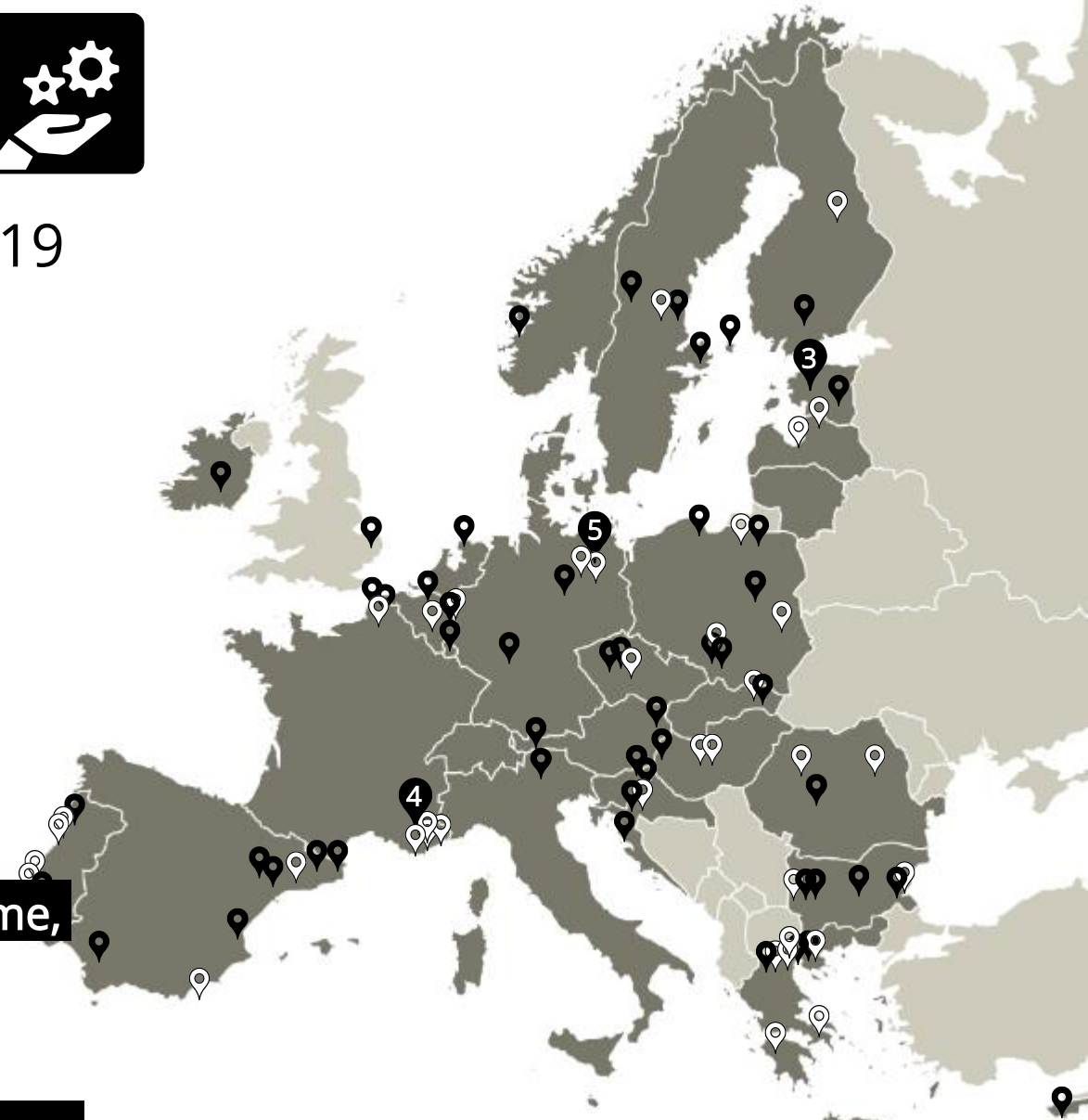


📍 **53 peer reviews** implemented since 2019  
9 peer reviews in the pipeline

📍 **39 matchmaking sessions**  
7 matchmakings in the pipeline

- The call is permanently open!
- Assessment of application within 1 month max
- Events take place in line with the agenda of host, local stakeholders and peers
- Next peer reviews in **Brandenburg, Germany, Päijät-Häme, Finland, and Jämtland Härjedalen, Sweden.**

<https://www.interregeurope.eu/get-policy-advice>





# Next webinars

**SMART**

Research and innovation capacities

- 6 June 14:00-15:30 (CEST) – **Pre-Commercial Public Procurement**
- 20 June 10:30-12:00 (CEST) – **European Innovation Ecosystems**

<https://www.interregeurope.eu/news-and-events/events>

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# Thank you!

Follow us on social media:

