



Ricardo Jorge Franco de Almeida

Generation Y - an analysis of millennials' skills, perceptions, values and expectations against the promise(s) of the Gen-Y City project

Internship Report submitted in fulfilment of the necessary requirements for the Degree of Master in Sociology, presented to the Faculty of Economics of the University of Coimbra under the supervision of Professor Paulo Peixoto

Coimbra, 2017





FEUC FACULDADE DE ECONOMIA
UNIVERSIDADE DE COIMBRA

Ricardo Jorge Franco de Almeida

Generation Y - an analysis of millennials' skills, perceptions, values and expectations against the promise(s) of the Gen-Y City project

Internship Report submitted in fulfilment of the necessary requirements for the

Degree of Master in Sociology, presented to the Faculty of Economics of the

University of Coimbra

Supervisor: Professor Paulo Peixoto

Coimbra, 2017

Resumo

O mundo do trabalho está a mudar. Daqui a uns anos, um grupo de indivíduos denominado Geração Y irá incorporar os seus hábitos e valores nessa esfera da vida. Eles são criativos, flexíveis e tecnologicamente aptos, visto que nasceram praticamente com equipamentos tecnológicos nas mãos. Países e empresas irão disputar uma batalha aguerrida pelos melhores e mais talentosos. No entanto, a luta é desigual, visto que cidades de maior dimensão partem em considerável vantagem. O projeto *Gen Y City – Swing of the City*, emergiu no âmbito desta ideia, visando promover a cooperação entre cidades de pequena/média concentração populacional. O principal objetivo consiste em encurtar distâncias relativas a desvantagens competitivas e atenuar os efeitos que algumas cidades estão a sofrer com a fuga de talento altamente qualificado. A criação, retenção e atração de talento criativo e tecnológico terá de ser uma prioridade para o futuro. Consequentemente, as cidades que fazem parte desta rede interligada, que procura partilhar conhecimento, deverão trabalhar arduamente para transformarem os seus polos urbanos em locais apelativos e desejáveis para esta geração. De modo a que ela possa viver, não só com um trabalho estável, mas também com acesso a recursos inerentes à qualidade de vida. Políticas, ações e instituições locais terão de estar alinhadas e em sintonia com os interesses gerais desta geração, se o que procuram é reter e atrair este talento altamente desejado. Em consonância com estes interesses e objetivos realize, no âmbito do mesmo projeto, dois estágios curriculares para concluir o meu mestrado em Sociologia. Um decorreu em Coimbra e outro em Wolverhampton, Reino Unido, duas das doze cidades que integram o projeto *Gen Y City*. Iniciei assim esta aventura no mundo do trabalho, dando, essencialmente, apoio às iniciativas locais do projeto. A expectativa foi enorme, essencialmente, por continuar o trabalho já desenvolvido em Coimbra num país diferente, obtendo assim uma nova experiência na minha trajetória de vida e, acima de tudo, novos conhecimentos. Ao longo de quatro meses foi exatamente o que fiz: aprofundar saberes. Não só pela convivência numa fase posterior onde iria interagir com uma cultura diferente, mas também sobre esta apelidada Geração Y. Ferramentas metodológicas tanto qualitativas como quantitativas foram aplicadas para esse efeito. Entre esses mecanismos destaco o desenvolvimento de inquéritos por questionário, entrevistas, não esquecendo, no entanto, a revisão da bibliografia fundamental para compreender, da melhor forma possível, os comportamentos desta geração. Os resultados obtidos surgiram maioritariamente de um inquérito por questionário aplicado a jovens nascidos entre 1980 e 1997. Este estudo teve como propósito compreender as perceções e representações de membros da chamada Geração Y sobre a cidade de Coimbra, na expectativa de reconhecer valências positivas e negativas que estes jovens têm da cidade, assim como retratar comportamentos e atitudes no seu dia-a-dia em relação ao trabalho, tecnologias, e relações familiares. Essa informação deverá ser idealmente utilizada para promover melhorias significativas e um maior bem-estar, de modo a tornar a cidade num local ainda mais atraente e apetecível de se viver.

Palavras – Chave: Geração Y; Talento; Cooperação

Abstract

The world of work is changing, and in a few years a group of individuals named Generation Y will take by storm that very aspect of life. They are creative, flexible and technologically capable, since they were practically born with technological equipment in their hands. Countries and companies will battle for the best and most talented persons. However, the struggle is unequal, as larger cities have considerable advantage. It was with this purpose in mind that *The Gen Y City - Swing of the City* project emerged, to promote the cooperation between small / medium-sized cities in order to reduce the competitive gap and mitigate the effects they are suffering with the departure of highly capable and qualified young people. The creation, retention and attraction of creative and technological talent will be a priority for the future. Consequently, Cities that are part of this interconnected network of shared knowledge must strive to transform their urban sites into appealing and desirable places for this Generation to live. They also must take into consideration that these individuals value not only a stable job, but also other circumstances inherent to quality of life in general. Local politics, actions and institutions will thus have to be aligned with the general interests of this generation if they want to have a chance at retaining and attracting this highly desirable talent. In line with these interests and objectives, I have completed two placements in order to obtain my master's degree in Sociology. One took place in Coimbra and the other one in Wolverhampton, United Kingdom, two of the twelve cities are part of this project. I started this adventure in the world of work, essentially providing support to local initiatives of the project. The expectation was enormous, mostly because I was to continue the work I had already developed in Coimbra in a different country. Therefore, I was able to obtain a new experience in my life and, above all, new knowledge. Obviously, I also have extended my knowledge about this so-called Generation Y. Both qualitative and quantitative methodological tools were applied for this purpose. Among these mechanisms, I highlight the development of surveys by questionnaire and interviews. Literature reviews were also conducted in order to allow a better understanding of behaviours inherent to this generation. The obtained results were collected from a questionnaire survey completed by people born between 1980 and 1997. This study aimed to explore the perceptions and representations held by the so-called Generation Y about the city of Coimbra. This allowed us to understand the positive and negative aspects of this city, for young people, as well as to portray daily behaviours and attitudes towards work, technology, and family relationships. The resulting information should be ideally used to encourage significant improvements and, consequently, greater levels of well-being, so as to shape the city into and even more attractive and desirable place to live.

Key–Words: Generation Y; Talent; Cooperation

Acknowledgements

I would like to take this opportunity to thank Professor Paulo Peixoto; Imke Buekenhout; Coimbra's Municipality; Wolverhampton City Council (in particular to Heather, Catherine, Martha, Simon and Joe); Paulo Sanches, Vice-president of the *Instituto Politécnico de Coimbra*; and of course, my parents for making this experience and the writing of this report possible.

Contents

Introduction	1
Chapter 1 – Gen Y City Project and Internship Characterization	3
1.1 Finding a Placement	4
1.2 The Gen Y City Project	4
1.3 Internship in Coimbra.....	7
1.4 Activities developed in Coimbra	9
1.5 Internship and Activities in Wolverhampton	10
1.6 Troubles in Paradise	15
Chapter 2 – A quick look at Generation Y	21
2.1 Why Generation Y?	22
2.2 Baby Boomers	22
2.3 Generation X	23
2.4 Generation Y	24
2.5 Generation Y stereotypes.....	24
2.6 Values	26
2.6.1 Freedom	28
2.6.2 Customization.....	28
2.6.3 Scrutiny.....	28
2.6.4 Integrity	29
2.6.5 Collaboration	29
2.6.6 Entertainment	30
2.6.7 Speed	30
2.6.8 Innovation.....	30
2.7 Work, Skills and Leaderships.....	31

Chapter 3 – Methods and Explanations.....	35
3.1 Methods	36
3.1.1 Methods used in Coimbra.....	36
3.1.2 Methods used in Wolverhampton.....	40
Chapter 4 – Results.....	45
4.1 The potential of Wolverhampton’s Hackathon	46
4.2 Diagnostic Tool Coimbra	48
4.2.1 Section I. Companies set up by Generation Y and their role in the management of your city	48
4.2.2 Section II. Actions towards creative and innovative companies of Generation Y	52
4.3 Survey results Coimbra	60
4.4 Wolverhampton – Interviews	75
4.4.1 First Interview	76
4.4.2 Second Interview	78
Final considerations.....	83
Final Considerations	84
Bibliography	87

Appendix I – Survey Coimbra

Appendix II – Survey Wolverhampton

Appendix III – Business Survey Wolverhampton (Draft)

Appendix IV –Interview Scripts

Attachment I – Diagnostic Tool

List of Figures

Figure 1: Unemployment - Claimant Count as a % of working age residents aged 16-64	11
Figure 2: Youth Unemployment - Claimant Count as a % of residents aged 18-24	12
Figure 3 – Item 1 Diagnostic Tool	49
Figure 4 – Item 2 Diagnostic Tool	49
Figure 5 – Item 3 Diagnostic Tool	50
Figure 6 – Item 4 Diagnostic Tool	51
Figure 7 – Item 5 Diagnostic Tool	51
Figure 8 – Item 6 Diagnostic Tool	52
Figure 9 – Item 7 Diagnostic Tool	52
Figure 10 – Item 8 Diagnostic Tool	53
Figure 11– Item 9 Diagnostic Tool	54
Figure 12 – Item 10 Diagnostic Tool	54
Figure 13 – Item 11 Diagnostic Tool	55
Figure 14 – Item 12 Diagnostic Tool	55
Figure 15 – Item 13 Diagnostic Tool	56
Figure 16 – Item 14 Diagnostic Tool	57
Figure 17 – Item 15 Diagnostic Tool	57
Figure 18 – Item 16 Diagnostic Tool	58
Figure 19 – Total of Points for Coimbra	59
Figure 20 – Highest degree of education completed	60
Figure 21- Field of Work.....	61
Figure 22 – Types of Connections with Coimbra	62
Figure 23 - Satisfaction Coimbra’s Location	64
Figure 24 - Satisfaction Coimbra’s Hospitality.....	64

Figure 25 – Satisfaction Weather	64
Figure 26 - Satisfaction Educational Services	64
Figure 27 – Satisfaction Nightlife	65
Figure 28 – Satisfaction Green and Leisure Spaces	65
Figure 29 – Satisfaction Safety.....	65
Figure 30 - Satisfaction Local Gastronomy.....	65
Figure 31 – Satisfaction Public Spaces and Buildings	65
Figure 32 – Satisfaction Health Services.....	65
Figure 33 – Satisfaction Hotel and Catering Services.....	66
Figure 34 – Satisfaction Living Cultural Agenda.....	66
Figure 35 – Satisfaction Cost of Living.....	66
Figure 36 –Satisfaction Accessibility for Pedestrians	66
Figure 37 – Satisfaction Garbage Collection.....	66
Figure 38 – Satisfaction Public Transportation	66
Figure 39 – Satisfaction Street Entertainment.....	67
Figure 40 – Satisfaction Sports Initiatives.....	67
Figure 41 – Satisfaction Initiatives to Entrepreneurs	67
Figure 42 – Satisfaction Job Offers	67
Figure 43 – Satisfaction Working Conditions	67
Figure 44 – High Satisfaction.....	68
Figure 45 – Perception of Initiatives	69
Figure 46 – Millennials with Technology	69
Figure 47 – Older People with Technology.....	69
Figure 48 - Communication with Friends	70
Figure 49- Communication with Co-workers.....	70
Figure 50 - Where Millennials live?.....	70

Figure 51 - Valued Attributes When Looking for a Job.....	71
Figure 52 - Work Vs Personal Time.....	72
Figure 53 - Money Vs Personal Time	72
Figure 54 - Money Vs Family Time.....	73
Figure 55 - Opportunities Vs Personal Time.....	73
Figure 56 - Opportunities Vs Family Time	74
Figure 57 - Family Relationship.....	74
Figure 58 - Imagined Future in Five Years	75

List of Tables

Table 1- Example of the original Diagnostic Tool.....	37
Table 2 – Example of the modified Diagnostic Tool	38
Table 3 – Crosstabs between profiles and living in Coimbra.....	63

Abbreviations

CAV - Centro de Artes Visuais;

CECOA - Centro de Formação Profissional para o Comércio e Afins;

GAI – Gabinete de Apoio ao Investidor;

IAPMEI – Instituto de Apoio às Pequenas e Médias Empresas e à Inovação;

IEFP – Instituto de Emprego e Formação Profissional;

NERC – Associação Empresarial da Região de Coimbra;

PwC – PricewaterhouseCoopers;

SIN – Start-up Incubation Network;

STEAM – Science Technologies Engineering Arts and Mathematics;

UK – United Kingdom;

ULG – URBACT Local Group;

UN – United Nations;

UNDOC – United Nations Office on Drugs and Crime;

Introduction

The present report aims to discuss and present results collected during two curricular placements developed for the agenda of a European financed project called *Gen Y City - Swing of the City*. The Project integrates and is supported by URBACT III – a European program that intends sustainable urban development, which brings together European Cities to develop cooperation networks between each other. In short, the main objective of Gen Y City is to reflect on how local policies can have a positive effect on creating, retaining and attracting creative-tech talent for the Cities involved in the project. As the name indicates, this study focusses on the so-called Generation Y, a group born between 1977 and 1997. Their characteristics and values make them a unique Generation. Actually, all Generations have distinguishable features. However, what set this cluster apart is their natural aptitude to deal with technology. Subsequently, in a couple of years, as previous generations retire, they will gradually begin to dominate the world of work that surrounds us. Due to their particular characteristics, values or ways of working, which are different from their parents' customs, it makes sense to emphasize this younger generation, to start laying groundwork for what is there to come. "Ways of the past" will not work with this Generation Y and Municipalities need to make changes, especially small markets, if they want to have a least a chance at competing to attract that highly desirable technological talent.

The internships that I have completed were developed at two partners of the Gen Y City network: Coimbra and Wolverhampton. My first internship started (from the 1st February until the 31st of March, 2017) in Coimbra at the City Hall, which was the main partner for the project. During this time, I would be developing some activities outlined within the project for the City. After a month, I would continue my involvement with the project, this time in Wolverhampton's City Council, from the 2nd of May until the 31st of June, 2017.

This report is a description of all the events that happened in that time span. I will present all the activities I have developed, results obtained, and everything that I have learned about this Generation, not necessarily within this order. In the First Chapter I will explain more about the Gen Y City project and all the activities developed in agreement with both Cities. Also, I will reflect on some problems that, in my opinion, I have encountered. In

the Second Chapter, I will present what authors have written about this so-called Generation Y, contrasting them with prior generations. I also will refer to some of their skills, stereotypes, values and working methods. The Third Chapter will be composed of all the research methodology used for this study and all the practical problems that have occurred while trying to apply some of my investigation methods. We often depend upon other people or institutions and that can condition our work and how we perform as Sociologists. Before some final considerations, I will be presenting all the important results (Chapter 4) I have gathered throughout my two working placements about Generation Y.

As a concluding remark, it is important to refer that the present report is written in English due to the fact that this is the main language of the Gen Y City Project. Even though I have already shared some of these results in a Transnational Meeting of the project, held in Coimbra, I felt that by writing this essay in English, the findings could be more easily accessed by any project partner, also allowing a more fluid and transparent acknowledgement of the achieved results.

Chapter 1 – Gen Y City Project and Internship
Characterization

1.1 Finding a Placement

It seems a long time by now, but I would be remiss if I did not describe the struggle I have been through to find an assignment. I had two goals in mind. Firstly, I wanted to find a placement abroad in a European Country. I aspired to do something different that could enrich, in theory, my curriculum. Secondly, I intended to complete this internship in a Non-Governmental Organization. So, I sent out some applications, mostly to the United Nations (UN), in hopes of landing something that would fulfil my desire. I did accomplish my first goal, although not achieving the second one. In spite of even having had an interview with the United Nations Office on Drugs and Crime in Vienna (UNDOC), I did not succeed in getting the position. So, after some misfortunes and a few months waiting for replies that never came, Professor Paulo Peixoto arranged a placement for my colleague João Ramiro and I in Coimbra's City Hall. I must admit that I was not immediately enthusiastic about this opportunity, however, there was a possibility of completing the internship abroad. Although it was not quite sure yet, the opportunity of going abroad could happen after all, since we would be helping in a European Project named "*Gen Y City – Swing of the City*" in which Coimbra was one of the partners. We started working in Coimbra's City Hall on the 1st of February, staying there until the 31st of March, 2017. On this last day, we held a Transnational Meeting of the project in Coimbra, where João and I had the opportunity to share our findings with the other international project partners from other European cities. Subsequently, one month afterwards, on the 2nd of May, I was starting, with the support of an Erasmus+ scholarship, a new placement in Wolverhampton for the same project until the 30th of June.

1.2 The Gen Y City Project

First and foremost, we need to answer one question. Some might be wondering what the Gen Y City Project is about. It is a project promoted by URBACT, which is a European program that advocates urban development. The project was launched on the 15th of September 2015 and will be completed on the 3rd of May 2018 (URBACT, 2015). Its purpose is to enable cities to work together in order to develop solutions for current urban challenges. Municipalities play a key role in facing and solving increasingly complex problems caused by even more intricate social changes. In this context, the

project aims to analyse the local reality and share its stories and information across the network of cities involved with it. As I have already mentioned, Coimbra is one of the regions that will actively participate in this network of research. The other involved cities are:

- Poznań - Poland (Lead Partner);
- Bologna - Italy;
- Genoa - Italy;
- Sabadell - Spain;
- Granada - Spain;
- Nantes - France;
- Wolverhampton - United Kingdom;
- Kristiansand - Norway;
- Klaipėda - Lithuania;
- Daugavpils - Latvia;
- Torun – Poland.

Twelve cities, across nine countries. That is the network we will be working with on how to perceive, analyse and reflect current policies in certain European cities and regions in support of the so-called Generation Y, with a special emphasis on values and attitudes towards entrepreneurial actions (Gen-Y City - Get into the swing of the City, s.d.). In a way, one of the purposes will be to confront the current policies of the project partners, implemented for Generation Y, in order to develop and align local policies and good practices with reality and needs of this generation in cities of the future. In a nutshell, this network tries to understand how cities can achieve smart and sustainable growth by cooperating with each other across the board at an international level and at the local level with their local businesses, Universities and residents to find ways on how to develop, attract and retain young creative-tech talent into their cities (*idem*). Obviously, if we look into the names of the cities involved with the project we realize that in their countries we are talking about small / medium size market cities that do not have the resources or even the publicity that cities as London, Madrid, Birmingham, Lisbon, etc. have to attract talent. This project is a way to narrow the existing gap between big markets in their

countries and in Europe. The project tries to come up with new forms to turn cities into more attractive places to live and work, simultaneously creating efforts to allocate a greater number of young people into Science Technologies Engineering Arts and Mathematics (STEAM) careers, an area that seems to be on the rise in terms of demand by employers. Through the recent economic crisis and changes in the world of employment and with the rise of uncertain short-term contracts with low pay, mobility across Europe has increased exponentially. Perspective on life for young people are also changing and flexibility seems to be on the rise (*ibidem*). When we consider this, it will not seem strange that cities will try to take advantage of these problems and turn them into opportunities. That is why urban, social, economic and cultural development in small/medium size cities must be a priority in order to keep their “precious future”. It is a complex task, even if these cities can assign talented young people into STEAM careers, holding them in there will be a different story. The demand on tech and professional careers is growing and supply seems to be insufficient, a skill shortage being noticeable (URBACT, 2016). Developing Universities, apprenticeships, mentoring and vocation programs will be important to attract young people into tech careers. However, once these people start to graduate, quality of life and quality jobs will be a requirement to retain these same young persons. For that we must study them, find out their perceptions and representations. Understand what they value in life so we can develop our city accordingly with their expectations.

The problem sometimes seems to be the representation about these kinds of employments. We are living in a new age where old and grimy manufacturing jobs should be something of the past when we have access to all sorts of technology that can facilitate our work and increase productivity and efficiency. At least people should have a different idea about what companies are out there, with different models that distance themselves from the old rigid corporation. That is an aspect that young people value these days, and we should be able to convey that in order to impact their decision about their future.

By now the reader must have a lot of questions. One of them is probably “*Why focus on this Generation Y?*” Everything in its time, I will provide a more detailed characterization in the second part of this report. Secondly, the main goal is to create conditions for this generation to strive, and also for younger generations. The reason we focus more on the Generation Y or millennials is because, in my opinion, of their future impact on shaping the world of work. According to a PricewaterhouseCoopers (PwC),

this generation already represents 25% of the workforce in the United States of America and by 2020 will represent 50% of the global Workforce (PwC, 2011). By 2025, nearly 75% of available jobs will be occupied by millennials (Hobart & Sendek, 2014; Oliveira, 2015 and Costa, 2017). So, hopefully you will see the relevance of this generation, conveyed by the mentioned statistics. Furthermore, the profile of this generation makes them an ideal fit for cities that try to acquire the services of these young men or women, but we will get to that in due time.

Before I move on to the next step, it is important to refer that all of this transnational cooperation will result in an integrated action plan, developed and shared by each partner.

After this small, generic, but crucial introduction, it is now time to discuss my work experience. I have already mentioned that I accomplished two placements within the Gen Y City Project in two public partners, Coimbra City Hall and the Wolverhampton City Council. I am using the expression *public partners*, because within the local group of the project there were private institutions working at the local level with the city's public sector. In the project, they were referred to as Urbact Local Group (ULG). In the case of Coimbra, the ULG was composed by some departments within the Coimbra City Hall such as the *Gabinete de Apoio ao Investidor (GAI)*; *Universidade de Coimbra*; *Instituto Politécnico de Coimbra*; *Jazz ao Centro*; *Instituto Pedro Nunes* (incubator and accelerator); *Associação Académica de Coimbra* (students' association); etc. There were some businesses in downtown Coimbra, and other local businesses as well, that are referenced as being part of the ULG. However, that information is not discriminated in the Project Application Form, to which I had access only in Wolverhampton.

In Wolverhampton, the ULG mainly consisted of the City of Wolverhampton Council (City Economy and Learning Technologies Team); University of Wolverhampton (SP/ARK Centre - Creative Industry incubator and source of creative and digital graduates); West Midlands Media (design company); Black Country Local Growth Hub; Black Country Local Enterprise Partnership; Accord Housing; The Black Country Consortium (Local Broadband Plan Lead).

1.3 Internship in Coimbra

I have started my assignment in Coimbra's Municipality with my colleague João Ramiro, on the 1st of February. I have completed that same placement on the 31st of March

in the city's *Gabinete de Apoio ao Investidor*. One thing that I did not count on was that we needed to bring our own laptop. An odd thing really, as we later found out that there were two unused laptops just lying around.

The office was located in the old College of Arts. We had the support and supervision of Professor Paulo Peixoto, who was be the main character in assigning us the tasks we would be developing for the project in Coimbra.

The mission and purpose of the *Gabinete de Apoio ao Investidor* was aligned with the goals and values of the project. So, naturally, it was the ideal place to carry out the development of tasks and research we were assigned to. I outline some of GAI's competencies below, available on the City Hall Website, that I have translated into the English Language¹:

- Attract, promote and develop technology-based and creative-based activities or initiatives;
- Implement municipal entrepreneurial strategies;
- Stimulate and support technological innovation centres, business incubators, business accelerators and other initiatives related to economic development, entrepreneurship, innovation and research;
- Ensure relationships with higher education institutions, incubators of talent and organisations that promote innovation and economic development;
- Act in energy areas and energetic efficiency to promote urban sustainability and social cohesion as a factor of economic development;
- Promote participation of services and citizens in processes of planning and economic development of the region of Coimbra;
- Ensure a relationship with the Intermunicipal Community of the Coimbra Region, linking municipal investments and intermunicipal interest, namely participation in management of regional development support programs, in conjunction with organic units of planning and control, as well advise and follow up contracts, program contracts,

¹ Retrieved from <https://www.cm-coimbra.pt/index.php/areas-de-intervencao/economia/gabinete-de-apoio-ao-investidor>

delegation of competences and / or strategic orientations regarding the exercise of municipal rights;

To this day I do not know much about the main responsibilities of that department. I believe it is supposed to support investors and entrepreneurs. Some services in Coimbra's City Hall had been moved from the main building to some other parts of the city. One of those services that was transferred was the office we were working in. The space was new, rehabilitated to serve as a co-work space. It was ready to go since 2014. It was a place right next to the *Gabinete de Apoio ao Investidor* and we would be working with no one around but ourselves. If we needed something, support was close by.

1.4 Activities developed in Coimbra

First and foremost, let me say that we did not feel integrated at all. Being alone and having autonomy is fine, but too much autonomy makes you think your work does not count for anything really. Your value to the institution is almost nihil, and we felt that quite a lot. We were supposed to contribute to this European project that Coimbra was involved in, and yet we did not even participate in the ULG meetings that were held right next to us.

What is fair to say is that our tasks were appointed to us by the University, and to be more accurate, by our supervisor and mentor, Professor Paulo Peixoto.

So, for the next two months even though we did not feel integrated in the host institution, we were able to complete all of our duties. So, the first task required us to read some intern documents and to learn the organic structure of the City Hall. Soon I learned that reading those documents would be a waste of my time.

The second one, however, was to do a diagnosis of Coimbra and to see the city's "status of care" about the Generation in study. The tool had already been developed by the Lead Partner (Poznań) and had a quantitative and qualitative method of approach. Based on several variables, we would rate the City of Coimbra on a scale from 0 to 64. In order to accomplish this, we would have to analyse the main strategic documents for Coimbra and the *centro* region of Portugal. I will discuss some of the results in the last part of this report. The documents we have analysed are the following:

- Regional Operational Program for the Centre region 2014-2020;

- Strategic plan for the development of the region of Coimbra 2014 - 2020
- CRER 2020 – Responsible structural and resilient competitiveness;
- Strategic plan for the University of Coimbra 2015 – 2019;
- PEDU – Strategic Plan for the Urban Development;
- RIS3 – Investigation and innovation Strategy for a smart specialization;
- *Coimbra Investe* - Draft regulation to support economic initiatives of municipal interest;
- Coimbra´s City Budget for 2016;

The third task required us to create and apply a survey in Portuguese to characterize the expectations of *millennials* that live or used to live in Coimbra and also to find out their opinion about the city. I will not go into details now, however, it is necessary to say that this was a joint effort between us and Professor Paulo Peixoto. It is also important to refer that an English version was also developed. With the help of the Polytechnic Institute of Coimbra we were able to collect answers for this study.

The fourth task was obviously to organize the information we had gathered from the survey and to prepare ourselves for what was yet to come - the presentation of these results in the Gen Y City Transnational meeting in Coimbra.

The last task was precisely the presentation of the results in the two-day meeting that gathered European representatives from all of the project partners.

1.5 Internship and Activities in Wolverhampton

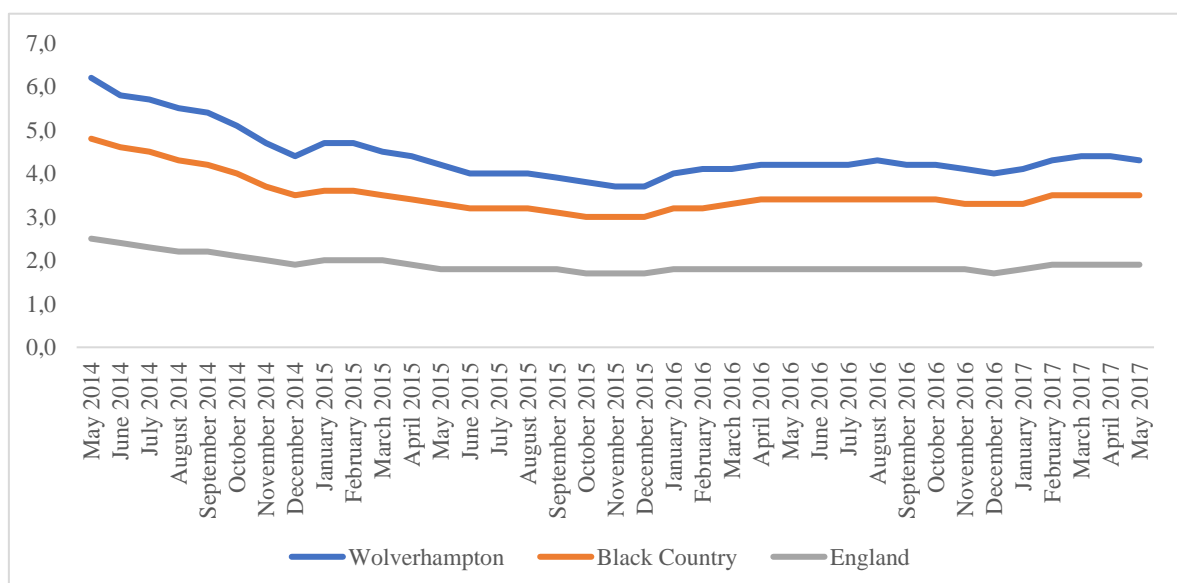
A month after finishing my first work placement in Coimbra for the Gen Y City project, I had the opportunity to go abroad. The waiting was long and I must admit I was not too eager to do this second placement, mostly because I had seen how poorly the public service worked. Nevertheless, when I arrived in Wolverhampton my perspective changed completely, even though it changed again after a few weeks. One thing is certain, if in Wolverhampton people complain about bureaucracy, in Coimbra they would go mad over the rigid system they got there.

Wolverhampton is a City that is part of the West Midlands County in the United Kingdom. It is a place with a rich industrial history. Even so, for that reason, the City is part of the Black country region within the West Midlands alongside Sandwell, Dudley and Walsall. The origin of the name and if or not Wolverhampton should belong to this region is often debated (Pearson, 2013). Quite a few of theories emerged trying to explain the name. The most plausible one claims that, during the Industrial Revolution, the Black Country was the largest centre in the UK for mining and industry (*Idem*). That same heritage and pride remain today among many, even though the “glorious” days seem to be long over. The facts today are a bit different. With an estimated population of 256,600 thousand people (Office of National Statistics, 2016), Wolverhampton is quite a deprived area in the UK. According to the Baseline Study of the project, Wolverhampton ranked as the 20th most deprived area in the UK in 2010, out of 326 local authorities (URBACT, 2015).

Also, if we analysed the data presented by the Office for National Statistics, 2016, we can see, for instance, the percentage of people out of work claiming benefits - 4,2% of its population. Twice as much as the rest of Great Britain (1,9%). That is just a small fraction however, and another relevant problem that can be identified by looking at some statistics is the percentage of people with no qualifications whatsoever. The relation between Wolverhampton and the rest of the UK is astonishing, 19,9 % versus 8%, respectively, according to the same source (Office of National Statistics, 2016). The unemployment rate

is *Figure 1: Unemployment - Claimant Count as a % of working age residents aged 16-64*

also a troubling figure (4,2%), as it currently doubles the number for the average of the

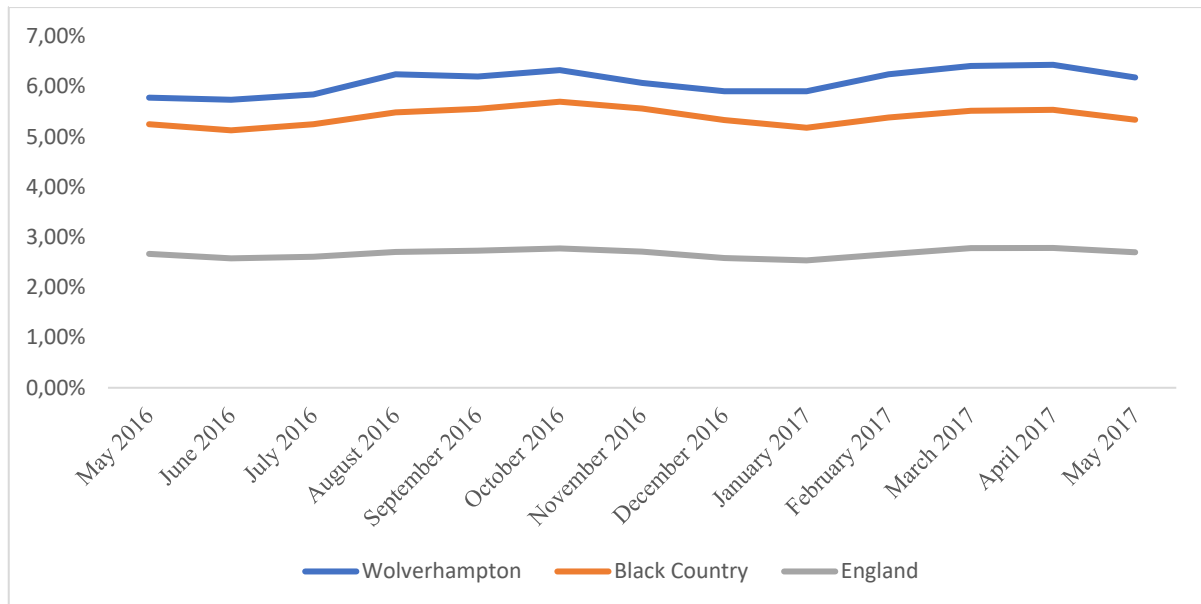


Generation Y - an analysis of millennials' skills, perceptions, values and expectations against the promise(s) of the Gen-Y City project

rest of the Country (1,9%). Youth unemployment is worrying as well for England figures as we can see on Figure 2.

Source: Wolverhampton City Council

Figure 2: Youth Unemployment - Claimant Count as a % of residents aged 18-24



Source: Wolverhampton City Council

Obviously, there are many more statistics that I could discuss, but that would cause me to get off topic. I just want to add that Wolverhampton has a poor reputation for being a bad place to live. According to news published in The Telegraph, it was even selected by the Lonely Planet Guide as the fifth worst city in the world (Britten, 2009). In my long walks around, I did see some really poor areas, as well some posh ones. You probably see that in every city. I found also a city of multicultural encounters. Lots of different religions, ethnicities, backgrounds, etc., 35,5% of its residents are either Black or an Ethnic Minority (URBACT, 2015). The City even has one of the biggest Sikh communities in the UK.

So, I moved into the UK for two months to complete a work placement in Wolverhampton City Council, participating in the Gen Y City Project. My time there was quite pleasant. The people were lovely and I felt that my work was valued, unlike in Coimbra. The space was also fairly different, resembling a loft. An open and wide area with big desks made to fit ten or twelve people. You did not have a fixed work place in the department as well. It was the “early bird gets the worm” mentality if I may say so. That is what you would

call a “hot desk”. The department did not have a physical division separating others. Each branch was situated in a settled location within the wide spacious area of the Council.

On the first day, I was introduced to everyone, and I was even given the pleasure of meeting and talking to the now former mayor. I would be working under the supervision of Heather Clark, the Service Development Team manager for the Council’s City Economy branch. Nevertheless, I would be working more directly with a Service Development Officer called Catherine Perry that was working under Heather. I was given a list of tasks and people to meet that might have been developing work related to the Project.

My first assignment was to read some strategic documents for Wolverhampton. They were small documents when compared to the strategic plans we develop in Portugal, having a maximum of thirty pages and containing the same information. The most relevant ones are the following:

- A marketing strategy for the City of Wolverhampton Council;
- Connected Places – Our vision for a better-connected city centre;
- New Horizons – Our vision for the city of Wolverhampton in 2030;
- Transforming Libraries – Public consultation on libraries strategy;
- Wolverhampton City Strategy 2011- 2026;

I did several things at the same time, but during the first month I was more involved with developing the Survey and attending several meetings. The survey was going to have a similar sample as the one used in Coimbra to study Generation Y. Basically, I wanted to target people born between 1980 and 2000, who live or used to live in Wolverhampton, to find out their expectations and how they would represent and perceive the City. Also, I did a separate survey for the Council to target creative and digital businesses so as to understand today’s skills set required by employers in the city.

I also had other tasks like supporting the development of Wolverhampton’s action plan for the project; supporting other events linked to Gen Y City like the Hackathon event; among other duties. I will disclose more about it later, but a Hackathon is an event where you gather people for 24 hours or so, presenting them with a challenge or problem that the City might be experiencing. The participants will try to solve that problem using technologies. You can say that it is a “code fest”. Since the resources of the council are

limited, the event, which is expected for November 2017, will not have the duration that is typical for this kind of occasions. It is expected to last approximately eight hours, and other proceedings are also planned for the event, such as workshops. Another venture that I was involved in consisted of mapping all the creative and digital businesses around Wolverhampton. The council is very keen on implementing a smart city agenda. One of the steps they want to take is to create a digital ecosystem. Birmingham, a nearby City, already has a strategy like that in Silicon Canal where the involved companies are on a mission to promote, connect and support digital and tech businesses around greater Birmingham (Silicon Canal, 2016). In short, I was designing a map with possible partners to integrate that network of companies willing to invest some time in creating this digital community and to provide the right training, along with well-paid job opportunities for young people.

In addition, I wrote a communication strategy on how we could engage and involve young people into the Gen Y City agenda. However, I did not get feedback on that task, so its development and implementation did not advance.

I also made a short video explaining the Gen Y City Project to present in the Stronger City Economy Scrutiny Panel, a meeting which I attended.

Furthermore, I also developed three interview scripts and intended to interview two key decision makers in the city, and also a person who worked in the digital or creative sector. In the end, I was able to conduct two of those three interviews.

As I was saying above, I had a lot of meetings in these two months, with several persons and companies or groups that develop activities that could be linked to it and interesting for the project. To know:

- Natasha Sanger – Hackathon;
- Shaun Owen – West Midlands Media;
- Charlotte Johns – Strategic Overview/Libraries;
- Mayor Barry Findlay – STEM Careers;
- Tony O’Callaghan – Work experience
- Gavin Hawkins – Learning Technologies Team;
- Louise Hunter – SP/ARK Centre;

- Richard Nicklin – Invest Wolverhampton
- Cheryl Garvey – The Way – Youth Centre
- Christine McGowan – Newhampton Arts Centre;
- Allison Carminke – University of Wolverhampton;
- Jaguar Land Rover Centre;
- University of Wolverhampton - Apprenticeship Hub;
- Spacehive – Crowdfunding;
- Creative Black Country;

Everyone in Wolverhampton welcomed me with open arms, I was fully integrated, participated in ULG meetings for the Gen Y City Project and developed work for it. I even helped out a co-worker on a Saturday on the Arm Forces Day in Wolverhampton, talking to and entertaining war veterans. I also participated in a promotional video for a Website the Council was launching, aiding in the search for jobs, apprenticeships and traineeships called Workbox. A virtual hub to access skills and employment support.

In the end, the feeling that I got was that two months of work were not enough to develop all of the scheduled activities.

1.6 Troubles in Paradise

To conclude this chapter, I only have to say that both City Halls have problems with bureaucracy at different levels. We understand that it is a necessary “evil”. However, its volume is a major obstacle. Let us look at the public service, as an example. A service that is designed to affect people’s life in a positive way. I am not saying that it does not. I am trying to explain how too much bureaucracy reduces the efficiency of those services. That is exactly what I saw in my two internships, to a different degree and with different obstacles. Nevertheless, it all comes down to one conclusion, no matter the means we are talking about, excessive bureaucracy is a reality in these two councils. In Coimbra, it was mostly about too much paper work and perceptions of people’s power that reduced their choices. In Wolverhampton, the means to develop your job were reduced by “informatic access”.

Coimbra had flagrant cases and I will not go into too much detail or refer any names. Let us firstly talk about communication. In terms of programs that the *Gabinete de Apoio ao Investidor* has to support entrepreneurs, let me say that the measures might be outlined, but they take time to apply and people do not know where to look for that information. There is a big problem in spreading those actions and changes for people in general who aspire to create their own business. After all who reads strategic plans with three hundred pages or *Diários da República* where those changes and measures are published? As such, this aspect of communication must be rethought.

Another problem that I was aware of was a sense of fear when taking initiatives or a decision in an autonomous way. The chain of command is rigid and people are afraid to have power and even if they possess power, sometimes, they perceive it as not having any. Now, I understand that people may think they are over their heads in sensible matters that do not concern them. Obviously, you might need approval from your superiors. However, there was fear in taking actions in every possible way. One conversation that I had made that lack of initiative and perception of power clear for me. We were discussing security in the building and that it was probably easy to break in. So, I suggested – Why will you not take your computer home? – He replied – *Well if they stole the computer here, that would not be my problem, if they stole it in my house then I would be in trouble.* That was just a basic example from someone who did not directly work with me, but was employed at the City Hall.

I could give other examples, such as problems my colleague and I had on procuring documents of public access that we were told not to take home even though they would probably be destroyed in a couple of months, when they had patience to do it. In my view, there is an excess of legal power and a lack of charismatic power (Weber, 2005).

In the case of legal power, there is an unnecessary amount of bureaucracy even though almost all strategic plans that I have studied and mentioned above, discussed flexibility of mechanisms in the public sector. In reality, what we see is the opposite.

In my opinion and based on my short and limited experience, I felt that there was a lack of charismatic power by the leaders in Coimbra City Hall, as they seem not to have the ability to transmit trust and confidence to their employees. Again, in my own personal believes, I find that, in some way, they are still living in the past. I sensed that there was no place for creativity, only for outdated ideas. This characteristic will not be appreciated

by Generation Y, as I will show later on. People are just too scared to make decisions by themselves. They even could have the power to make changes, but there is always apprehension when one might go against the institution. I find that Don Tapscott puts this in a very clear way: “*People will not take actions because they are told to, to satisfy their superiors, in fear of punishment or for benefit of reward*” (Tapscott, 1998, p. 216).

No matter how small the choice may be, there are always doubts. That is probably why, when you ask for some information, that inquiry will bounce from department to department to the top and will come back by the same lines in which it came from. It takes too much time to get answers. The organisation is too bottom-up. The old model of control and rigid hierarchies “*cannot work in an economy driven by innovation, knowledge, immediacy and internetworking*” (Tapscott, 1998, p. 210).

To finish this thought let me say that when you are young you might be an idealist full of great principles and values. You will think that your inputs and efforts will be valued and appreciated, and that you will be making a difference. After a while you will put those idealistic thoughts aside. You will realize and resign to the fact that people above you have different ideas, values and no vision for current times. Some years pass and by that time, you will be transformed into a “normal” worker with the same ideals as everyone else. I felt like that, as I thought I could make a difference. I was naive to assume that, but at least I did not change my views. I imagine some did, to keep their jobs.

We understand that old processes die hard and it is even rational to think that way (Tapscott, 1996). Leaders of today want to preserve the *status quo* of doing business. However, for the sake of progress we need to adapt to new structures, ways of working and mentalities that are related to how new generations like to be managed (Tapscott, 1998). We can begin by understanding that this Generation is teachable, and would like leaders to teach them leadership skills. They expect guidance and mentors that invest time and maintain a constant line of communication with them (Rainer & Rainer, 2011).

Although Wolverhampton has its bureaucratic problems as well, the situation is different. For instance, people have enough confidence to take their laptop home. Most of them even work from home at least once a week. I had access to every file in the council if I wanted. I think it all starts with leaderships and whether or not they are able to transmit confidence to their employees.

However, Wolves is not exempt of mistakes. I find that there are some problems regarding internal communication. It is mostly done via email. Nothing wrong with that, it is a great source of communication and breaks hierarchies within companies (Tapscott, 1998). Still, some employees (mostly older colleagues from other departments) took ages to answer, sometimes even one week. It can be frustrating when your job performance relies on information, knowledge or answers that you do not have in your possession. Possibly they do not understand the urgency of answering emails on time, but this next generation does not work with that assumption. They will work with the supposition that a person will respond to their emails almost immediately. People need to see how important constant communication is for companies and institutions of the future, because Generation Y will operate based on this premise (*idem*).

Also, the council has a lot of websites blocked and you have to be granted permission to access them. The same happens with computer programs. I do understand some of these actions. Personally, I do not agree with internet restrictions, and you could sense the frustration amongst employees. First, when you are doing research on the internet, having most of the websites that you need blocked is annoying. Furthermore, it takes time to get an answer on an access request. By the time you are granted permission to enter the site you have lost interest in the subject or moved on. Third, assuming they go through all this trouble so that employees do not distract themselves, why is Facebook or YouTube not blocked? One time I even managed to watch a live football game online. That is the ultimate irony. Useful information is blocked, but then sites that you do not need for your work, are available. Speaking of requests, I recall an incident I had during my last week. I needed to record a phone call and spent two days without any answer. Finally, I went to the Information and Technologies Service in person and managed to solve the problem in one hour. However, I was very lucky. I only needed the recording software on my phone for a day. A longer period of time would involve going through the department's budget to see if we could spare 220£ for a user's license. I recognize that you need a protocol for these cases, but does it have to be this rigid? Also, you have to guarantee that the system for requests works in a more efficient way, if you what to continue with this. Otherwise, the council must consider other options.

Furthermore, in my opinion, the council should unblock the websites on their employees' computers. This technology reminds me of the 90's when parents were concerned about their children using the World Wide Web (Tapscott, 1998, pp. 88-89). The media painted

a bloody picture with the sensible and inappropriate information that could be available on websites. Obviously, parents, who at the time perhaps did not fully understand this technology and did not want to give their children decisive powers of which content they could see online, also did not oppose the idea of installing on their children's computers programs like "CyberSitter", a software designed to control internet content (*idem*). What people did not know about some security softwares was that they also censored websites which content was not offensive, such as The National Organization for Women and the Jewish Bulletin of Southern California (*ibidem*). At that time, fear of a child accessing inappropriate information online scared plenty of people. This distress was the perfect excuse to create content-control softwares. However, their main goal was not to protect our children. It was business and money. Just imagine if you control what you can or cannot see on the internet? Picture if companies pay you to block some rival's website? The use of the prerogative of safety makes the ideal sales pitch for parents to conceal their true intention.

Nevertheless, we are, or should fully embrace technology now. It seems old fashioned to go back twenty years, restrict and not trust the judgment of our workforce and above all of our future workers that deal with technology every day and do not appreciate censorship over what they can access online, even in their workplace. We still have problems concerning lack of net neutrality and censorship online. The bare minimum a public entity should do to progress is rejecting old and outdated tactics, at least in their own systems.

Chapter 2 – A quick look at Generation Y

2.1 Why Generation Y?

Each generation has its own characteristics and behaviours (Tapscott, 1996; Tapscott, 2009 and Correia, Montez, & Silva, 2016), shaped by time and context. For Generation Y, the development of technology shaped them into becoming what they are today. The relevancy of studying this generation and to create a programme like Gen Y City is simple: “*Gen Y is the future of work*” (Hobart & Sendek, 2014, p. 2). As I have said, by 2025, generation Y will represent 75% of the world’s workforce (Hobart & Sendek, 2014; Oliveira, 2015 and Costa, 2017). The time has come for previous generations to retire and pass the torch along. However, the way Generation Y operates and thinks may force us to change the old workplace as we know it.

“As the N-Gen [Generation Y] enters the workforce in the next decade, the evidence says that the old model of work and enterprise will be doomed, finally. To begin with, bright, self-confident, and tech-savvy N-Geners will prefer to create new businesses than change the old one. By growing their own business, they can control their destiny – an N-Gen requirement” (Tapscott, 1998, p. 220).

We distinguish by year of birth four relevant generations for this report: The Baby Boomers, Generation X, Generation Y and Generation Z. The year is static, but the context and framework of those years are not. Since this report is about the Y generation, I will not talk about the Z one. For an historic perspective, however, I am interested in behaviours about preceding generations, so, besides *millennials*, I will try to characterize the two previous generations: Baby Boomers and Generation X.

2.2 Baby Boomers

As I have already mentioned, the description of a generation is conditioned by the context and time of its birth. For the Baby Boomers, it was the post - World War II demographic boom that gave them this name. For obvious reasons, according to Don Tapscott (2009), pp 11. [...] “*many families postponed having children until after the war [...]*”. So, people born between 1946 and 1964 are considered Baby Boomers (Tapscott, 1998; Sujansky & Ferri-Reed, 2009 Tapscott, 2009; Espinoza, Ukleja, & Rusch, 2010 and Correia, Montez, & Silva, 2016). By now, the oldest Boomer would be 71 years old and the youngest 53 years old. Some are already retired, others will follow soon. To Espinoza, Ukleja, & Rusch, (2010), pp 22. “*Liberation movement, Television*

and rock and roll all made an indelible impression on this generation.” The Boomers could have many other names such as “Cold War Generation” or the “Growth Economy Generation” according to Don Tapscott, (2009), pp 13. Nevertheless, it was really the communications revolution, with the rise of television, that impacted this generation the most. Television became the perfect source of information and people became more aware due to its presence in their lives.

“When the boomers marched in the streets against the Vietnam War, television chronicled and amplified their presence. Television was there to record and broadcast the movements of a massive generation. Right in front of the baby boomers’ eyes, television turned youth itself into an event” (Tapscott, 2009, p. 14).

2.3 Generation X

After the Boom came the Bust, the Baby Bust. At least that is the name Don Tapscott likes to give to this so-called Generation X due to the decline of baby births during this time (Tapscott, 1998 and Tapscott, 2009). Women started to have a new role in the workforce and birth controls were now democratized (Correia, Montez, & Silva, 2016).

The name apparently came from a Canadian author named Douglas Coupland and his novel *Generation X: Tales for an Accelerator Culture* (Tapscott, 1998; Tapscott, 2009 and Sujansky & Ferri-Reed, 2009). *“The X refers to a group that feels excluded from society [...]”* (Tapscott, 2009, p. 14). It is the first generation that lived worse than its parents (Correia, Montez, & Silva, 2016), and experienced a high unemployment rate (Tapscott, 2009). So, if you were born between 1965 and 1976, you are a member of this Generation according to Don Tapscott, 2009 and Hobart & Sendek, 2014. However, this is where things start to be less consensual between authors. The difference is not substantial, but for instance Espinoza, Ukleja, & Rusch, 2010 consider a timeframe between 1965 and 1977. On the other hand, Sujansky & Ferri-Reed, 2009 and Correia, Montez, & Silva, 2016, consider the years between 1965 and 1979. Nevertheless, *“[...] they are among the best educated group in history [...] and [...] aggressive communicators who are extremely media-centered”* (Tapscott, 2009, p. 15).

2.4 Generation Y

Unlike their parents (the Baby Boomers), Generation Y, *Millennials*, the Net Generation, or Echo Boomers are a group of users instead of viewers (Tapscott, 2009). They have “*grown up digital*” and are highly *tech-savvy* due to the development of digital technologies, the computer and the internet (*idem*). For Tapscott, 2009, *Net Generation* is a more accurate term to describe this group. The millennium did not change anything in the experience of these individuals and naming them generation Y after generation X is also a redundant term (Tapscott, 2009). However, Generation Y is the most common name that I have found throughout my literature search.

Once again, authors do not agree on the timeframe during which these individuals were born. Don Tapscott considers them to be born between 1977 and 1997 (Tapscott, 1998 and Tapscott, 2009). For Sujansky & Ferri-Reed, 2009, millennials were born between 1980 and 1999. Correia, Montez, & Silva, 2016 argue that they were born between 1980 and 1996. Espinoza, Ukleja, & Rusch, 2010, have a different opinion, defending that they were born between 1978 and 1996. Hobart & Sendek, 2014, consider a timespan between 1977 and 1995. The years are close enough and the discrepancy is not that important. What is important are the characteristics every author seems to agree upon that this generation possesses. They are flexible, quick, critic, dynamic, multitaskers, easily bored, high tech, tolerant, multicultural, aware, creative, collaborative and like to know that their work is valued.

“A Net Gener is more likely to turn on the computer and simultaneously interact in several windows, talk on the telephone, listening to music, do homework, read a magazine, and watch television. [...] They are the active initiators, collaborators, organizers, readers, writers, authenticators and even strategists, as in case of video games. They do not just observe; they participate. They inquire, discuss, argue, play, shop, critique, investigate, ridicule, fantasize, seek and inform” (Tapscott, 2009, pp. 20-21).

2.5 Generation Y stereotypes

In an online article by *Visão Magazine*, the authors claim that we also can call millennials “Generation Me” due to their promptness for taking selfies (Correia, Montez, & Silva, 2016). The name exists; however, the explanation is not accurate. Its connotation intended to be negative. A Psychologist called Jean Twenge was the one that called them Generation Me. But the explanation for that denomination were not selfies. Twenge called them that because, in his view, they are the most narcissistic generation ever (Tapscott,

2009, p. 83) . The reason I am highlighting this shallow point is the fact that throughout the years, critics have been emerging with negative generalizations and stereotypes about the Net Generation. As I have said, when you encounter a person who has a different approach in his everyday life that challenges the rigid unwritten society rules, you tend to protect the norm against what is unknown to you. This is understandable and the message is getting through, even to our younger generations who, by listening to this as an undisputable truth will start to think they are doing something wrong. Just the other day, my sister was telling me how her generation has a deficit of attention. No doubt, words from some teacher that condemned younger generations for their way of “living”, I suppose. I would not blame the teacher for that. The problem is that the system he was born in is becoming outdated and people, as I have said, tend to resist change. The fact that *millennials* get often distracted is because they get easily bored (Tapscott, 1998 and Espinoza, Ukleja, & Rusch, 2010). Bored by the traditional educational system, since learning within the digital world is not boring at all for them and even helps them to identify reliable information sources (Tapscott, 1998, p. 109). Also, they are used to doing several things at the same time, as I mentioned above. You can imagine, if a generation likes to switch centres of attention between several tasks in one hour, probably even you would get unfocussed if you were only listening to a professor, for instance. What is important for a student to learn is a matter of perception. For a teacher, it can be an isolated discipline. For a student, that might not be important. We can understand teachers and their premise if students are not paying attention to what they are supposed to be learning in the classroom. This is a part of the old system that still reigns. They will say that students, by not absorbing the essential information they require, will not learn. But will this generation consider what is being told essential? Probably not. So, is the problem coming from Generation Y or an educational system that refuses to re-think its methods? This should be an opportunity into reforming teaching approaches to more interactive practices that could captivate this generation’s attention.

I have gone a bit off course, but as I was saying above, there are a lot of negative views and hostility towards this generation that are only based on assumptions and untruthfulness. In his book, *Grown Up Digital*, Don Tapscott collected some of this less positive views from all sorts of sources, as, for instance, from parents, academics or even employers (Tapscott, 2009, pp. 3-5). Overall, the most frequent negative views are that millennials are dumb, lazy, net addicts with no social skills. They are violent, have no shame, are

narcissistic persons, have no values, do not care and are internet thieves and bullies. In short, these are some of the criticisms directed to Generation Y.

These perceptions are simply wrong, or as Don Tapscott puts it:

“Net Geners are not self-centered [sic] risk takers. They drink and smoke less than their parents did. They commit fewer crimes. They volunteer more than previous generations have. Their actions contradict Twenge’s claim that they are the most narcissistic generation in history” (Tapscott, 2009, p. 300) .

There is also another very important myth surrounding Generation Y that we must discuss. People have a perception that Millennials do not possess any sense of loyalty and have a reputation for leaving a company after two years (Hobart & Sendek, 2014, p. 49). While it is true that this generation changes jobs more often than previous generations, it is important to acknowledge that the decision to move on is not taken lightly (Hobart & Sendek, 2014, p. 49). Apparently, according to Hobart & Sendek, (2014), Generation Y has a great desire for stability due to the recent crisis. However, they have not enjoyed the steadiness of previous generations. This is not a Generation of homeowners and a large number still lives with their parents (Romans, 2015b), which they even enjoy (Jornal i, 2017). I will assume that they appreciate the stability that comes from not having the burden of paying a mortgage or rent. Nevertheless, they are aware of the opportunities available and will jump to another job if they think their careers are freezing. But that is not an impulsive decision. Also, they want to have vast work experience and have an immense desire for learning. If that expectation is not being met, they obviously tend to move on (Hobart & Sendek, 2014, p. 50).

2.6 Values

The same way television shaped Baby Boomers to become what they are today, now it is the internet that influences future generations. Some would say that they are wasting their lives in front of a computer, but in reality, the hours they spend online, are taken away from television, not from time spent “outside” playing with friends (Tapscott, 1998). Television is boring for this generation, they prefer to collect their information online. With due scepticism, I might add. The internet has a feature that television lacks: interactive learning and communication. The information that is available online is complete and extensive, with a massive variety of opinions, when compared to the one received and transmitted by the old media. The neutrality is bigger online regardless of

the false content or spam available. Since millennials deal with this new media every day (they are users, instead of viewers), they have developed skills to distinguish what is true from false on the net. They do not trust commercials and they even block them on their computer (Carvalho, 2017). Also, since the internet connects you everywhere, you can debate and interact globally with a vast web of people you meet on social networks about all kinds of topics and information. Due to this, a new set of values is raising for this generation as they start communicating online with one another, play, learn and work (Tapscott, 1998, p. 9). However, we have to recognise, the amount of personal data that the Net Generation shares online through these platforms might be dangerous (Tapscott, 2009, pp. 63-71). Millennials do not see that as a risky behaviour. Nevertheless, the internet collects every piece of information about oneself. That data can be used in all sorts of ways, for instance, for publicity. But also for future employers or public entities to track you down and know more about you. Prospective employers will search applicants online and on social networks (Romans, 2015a). Even if it is an old Facebook account that a person has not used for years, the information in it is still available on the internet and will have an impact on whether you get the job or not. This represents a real danger and puts in jeopardy your privacy and future job opportunities. However, it seems like millennials have yet to develop self-awareness regarding safe practices online and how to use privacy settings.

For Don Tapscott, there are eight norms that characterize this generation. These norms relate to the ways they consume the new media and what is expected from them in various spheres in public life (Tapscott, 2009, p. 74). To acknowledge:

- 1) Freedom;
- 2) Customization;
- 3) Scrutiny;
- 4) Integrity;
- 5) Collaboration;
- 6) Entertainment;
- 7) Speed;
- 8) Innovation.

2.6.1 Freedom

One of the characteristics of millennials is that they want and [...] “*expect to choose where and when to work*” (Tapscott, 2009, p. 75). In previous generations, people were thankful for having a first job. Generation Y does not see a reason for having a high level of commitment at least with their first job (Tapscott, 2009, p. 74). This is related to their eagerness to find a company that embodies the same values that these youngsters believe in. They want flexible hours and a workplace that appreciates their accomplishments. If that does not happen, they are not afraid to search for a new job (Tapscott, 2009, p. 75). However, freedom of choice is not restricted their job. They always want to have a choice, whether it is about where to work, what to learn, what to buy or what music to listen to. Online, they have all those choices available, it is the way they have grown up.

2.6.2 Customization

Companies have to adapt and produce products that are customizable, mostly because what is owned by a Net-Gen is often customized. Take a look at a simple computer, Generation Y wants to be able to adapt their device to their personal tastes. A Boomer would have a device only to perform his or her job. However, that is not enough for a millennial. The same happens with work or online spaces.

2.6.3 Scrutiny

It seems that Generation Y is a very sceptical generation when it comes to online contents, due to the large amount of unreliable data and scams that are also available. Millennials appear to have developed a great capacity to distinguish fact from fiction (Tapscott, 2009, p. 80). The internet is their tool to search for what is happening in the world around them, which has made them a highly aware generation (Tapscott, 2009, p. 80).

2.6.4 Integrity

When I was in my second year of my BA in Sociology, I was doing a presentation about a chapter of a book called *The Culture of the New Capitalism* by Richard Sennett (2007). In that chapter, Sennett was describing that nowadays, everything is subjected to a logic of consumption. The offer that surrounds us covers all our concerns and worries. Everything is within reach and inexhaustible. At the end of the presentation, the professor asked my colleague and I – “*What was the message of the chapter*”? – I cannot recall our answer, but we had failed to produce the reply the professor had in mind. Apparently, the response he was after was that nowadays we are losing the mentality and the know-how of the old craftsmen about how products are made. This new generation may not know how to build an old watch, for instance, but, with the information available online, they can easily construct one. In matters of consumption, before they decide to buy anything, they will compare prices on every website available. And before making a judgement about buying a certain product or not, they will search for every word available on the product. So, in a sentence, they can easily find out how the product is made.

Which leads us to this next topic about integrity.

Due to the various platforms available online, if a product does not correspond to their expectations, they will denounce it as much they can. They do not want to buy products from companies that are not honest (Tapscott, 1998, p. 84). Integrity is expected by millennials, the same way they are.

The Net Generation cares about honesty and transparency (Tapscott, 2009, p. 72). The negative premise used by others stating that they simply do not care, is not true. Millennials are a thoughtful and tolerant generation, but they require reciprocity in actions and honesty not only by companies, but also by Schools and Governments.

While we are speaking about consumption, I would be remiss if I did not mention that Generation Y has a strong view and influence over what their technological impaired parents should or not buy (Tapscott, 1998, pp. 35-54).

2.6.5 Collaboration

Generation Y is a generation of collaborators (Tapscott, 2009, p. 89). Online, they cooperate with each other in social networks, in video games, share files by e-mail, etc.

In the “real” world they also like to contribute, at work or in school for instance. However, we need to understand that with this generation, when they are collaborating in any sphere, they like to sense that their opinion is being counted for in taking decisions. They like to help and at the same time, be valued. While they might recognize a lack of experience, in terms of technology they can provide a valuable knowledge (Tapscott, 2009, p. 90).

2.6.6 Entertainment

Work for the Net Generation should be fun (Tapscott, 2009, p. 92). Some employers recognize that, while others do not. Millennials want to have satisfying and fulfilling jobs. Spending some time reading news online or updating their Facebook status is not a thing they interpret as being wrong. Employers often do. The internet gives them infinite opportunities to create momentary distractions. That, however, is not a bad thing. It is good to blow off some steam from time to time and it is not that different from what previous generations did when they would go for a smoke or a conversation near the company’s watercooler (Tapscott, 2009, p. 92). If Generation Y is performing a job, they want that work to be entertaining at the same time. If it is not, they will create ways to amuse themselves.

2.6.7 Speed

As I have mentioned before in the case of email responses, millennials require immediate reply at the speed of a normal conversation. It is the way they work. However, emails are not the only case. Online searches, purchases and deliveries or internet access must have the same fundamentals of speed.

2.6.8 Innovation

Innovation is a big part of Generation Y. According to Don Tapscott (2009), pp 94, they “[...] have been raised in a culture of innovation”, and like to own and follow the latest technological developments and products. It is a matter of capability and potency.

In contrast of what I have been saying about bureaucracy and the traditional mechanisms and system of work, Don Tapscott illustrates my point in a very clear way:

In the workplace, innovation means rejecting the traditional command-and-control hierarchy and devising work processes that encourage collaboration and creativity [...] Net Generations don't want to toil in the same old bureaucracies as their parents. They've grown up in an era of constant innovation and change, and want the workplace to be equally innovative and creative (Tapscott, 2009, pp. 95-96).

2.7 Work, Skills and Leaderships

As I have argued in the first chapter, there is a skills shortage in the digital and creative sector, which is recognized by the Gen Y City project as one of the great jobs of the future. Cities and businesses will fight amongst themselves to hire the best and the brightest. In Europe, the demand for these kinds of jobs will keep raising. However, unlike countries as Canada, the United States of America or China, the generation of future employees is not so vast in European Countries. The populational boom was not felt in Western Europe or Japan in the same way as other countries (Tapscott, 2009, p. 21). That means that the supply of talent for Europe is much more restrict between them. If you cannot direct future youngster to these professions, markets where salaries are less competitive, like China, Brazil or India, will have a huge amount of impact on supplying talent. Countries like the United States are unlikely to see their talent skip away. The wages they pay in these types of businesses are unmatched by any other country in the world. No one pays like the Americans and therefore, their talent will stay where it is. Salary might be a good reason to migrate to another country, and I believe that a good wage still is the main feature people search in a job. However, due to the different values and skills that Generation Y possesses, there might be other conditions in play when searching for a job. The company and how it is being managed might also be considerable factors for attracting young talent.

The credentials and skills that this Generation has are different from what their parents before brought to the table. As I have previously stated, most leaderships are not equipped, right now, to deal with the way millennials envision their own work method. Mostly because they are used to a labour system that is rapidly becoming old fashioned due to a new set of skills Generation Y has developed throughout their life, using all kinds of new technologies. Hobart & Sendek, (2014), pp. 91-100, identified, in their work, eight

key skills that Generation Y possesses and leaders, managers and employers should recognize in a proper manner:

- The first is that millennials are tech-savvy. Not a shocking revelation. I think that, by now, it is an obvious characteristic. Employers often recognize this skill in this generation, who is more knowledgeable in that regard than others. Don Tapscott, (1998) even calls that a “*Generation lap*” instead of gap, to describe how the Net Generation is “miles” ahead in terms of technology from their parents. The problem for Hobart & Sendek, (2014) is not a lack of skills recognition, it is how leaders use their skills for minor and tedious tasks, diminishing their accomplishments. For the authors, this sends a negative message about the company to millennials. When your boss asks you to solve a “not so” complicated technological problem for you, it gives the perception that this institution might not be a good learning and working experience.
- The second key skill is that this generation is diverse. Diversity in the workplace will be a normal element in the future. This generation seems to be readier than others for this. They are more tolerant and understandable, as I have previously stated. One of the reasons is the fact that they have been interacting with all sorts of people growing up with different cultural, ethnical and religious backgrounds. This feature makes them the ideal match to work and interact in a world where the workforce will be desirably diverse (Hobart & Sendek, 2014, p. 93).
- The third key skill held by generation Y is that they understand the Global Marketplace. Nowadays, thanks to the access of information and communication provided by the internet, this generation is connected globally and knows its markets. Their thirst for knowledge and interaction with other people from several backgrounds conceded them this characteristic. And if they do not know, they have the resources to research and learn.
- Key skill number four, identified by Hobart & Sendek, (2014) is that millennials have a good self-esteem. Their parents have been involved in their lives and have supported them like no previous generation. That gave them the confidence to enter the workplace and immediately start looking for ways to provide valuable inputs.
- Generation Y has a sense of security and is ambitious. That is the fifth skill identified by the authors. Here, again, parental influence and caring are the key for the development of this quality. They are not afraid to ask questions and to learn different things. Also, they are ambitious and aspire to have quality of life, a feature that I have already described

as crucial for attracting talent into cities. Work is important, but this generation cares for a life outside of that. Nevertheless, these attributes make them confident workers, looking forward to challenges.

- The sixth key skill of this generation is that they have a life experience in the marketplace. First and foremost, they are costumers, and experienced ones. Before they are set to buy anything, they tend to know every piece of information about the product. That makes them understand the costumers' perspective, according to Hobart & Sendek, (2014). They have a great sense of empathy and understand how other consumers operate and would like to receive their service. They have the same mentality when choosing a company to work in. A leader will have to do a convincing sellers pitch to convince Generation Y on why they should work there.

- The seventh skill documented by Hobart & Sendek, (2014) is that the Net Generation is research-oriented. It is not an odd feature if we think about how the information is displayed online, and this being a generation of internet users, they can easily collect material on everything. By discovering new sources of information, they have also found more productive ways to solve problems (Hobart & Sendek, 2014, p. 98).

- The last key skill that the authors present about this generation is precisely that they are problem solvers. When faced with a challenge, they will find ways to solve it. However, managers often do not agree with their methods, according to Hobart & Sendek, (2014), which will be a problem for this generation when they want to feel appreciated in their workplace. They will have their share of mistakes as everyone else and will be able to learn from those faults. However, current leaders have to engage those mistakes by offering guidance, not by simply disagreeing with the way they have thought of for solving the problem they were presented with. As I have said before, this generation likes to be collaborative and work as a team.

In this chapter, I have analysed theoretic bases to describe the so-called Generation Y, their characteristics, misconceptions, values and skills. It is a very difficult exercise to describe a particular generation and to put forward general ideas about their behaviours and ways of living. Especially when we got so many studies presented by several authors with their own conclusions about this subject. It is not a coincidence that I have focused more on the work of one particular author. That is because of his pragmatism, relevancy and broader knowledge about this object in analysis. In both of his books about the Net Generation, Don Tapscott gives a detailed characterization about

millennials that is hard to match. I have decided to put aside most quantitative results and statistics that I have come across while reviewing the literature for this report. This chapter focused, mainly, on the conclusions of the authors presented. The reason was simple, I wanted to present my own results, which I will discuss in my next chapter and do my own characterization of this generation based on what I have collected.

Chapter 3 – Methods and Explanations

3.1 Methods

In this chapter, before I disclose some of the results and data collected throughout the two internships completed within the Gen Y City Project, I would like to discuss the methods used and practical problems encountered during this process. Several tasks were developed and different research tools were applied, as I have previously stated in the first chapter of this report. Both the activities and methods used in Coimbra and Wolverhampton had quantitative and qualitative approaches. Also, it is important to acknowledge that some of the tasks that were planned were not carried out due to technical difficulties and lack of time.

3.1.1 Methods used in Coimbra

For Coimbra, the tasks assigned to us were quite straightforward. My colleague João Ramiro and I were to implement a diagnostic tool and a survey for the City. The results of our research would be presented at a Transnational Meeting in Coimbra on the 30th and 31st of March, 2017. The meeting involved international guests from all the project partners.

We firstly implemented the diagnostic tool², developed and shared throughout the network of partners by the Leading Partner (Poznań).

The objective of its application was to measure, analyse and assess, on a quantitative and qualitative basis, policies, activities or good practices implemented in Coimbra that could have a positive impact on millennials in the City. Before that, as I have mentioned, we would carry out a documental analysis of the main strategic documents for Coimbra and the *Centro* Region of Portugal:

- Regional Operational Program for the Centre region 2014-2020;
- Strategic plan for the development of the region of Coimbra 2014 - 2020
- CRER 2020 – Responsible structural and resilient competitiveness;
- Strategic plan for the University of Coimbra 2015 – 2019;
- PEDU – Strategic Plan for the Urban Development;

² The Diagnostic Tool and its objectives are described in more detail in Attachment I.

- RIS3 – Investigation and innovation Strategy for a smart specialization;
- *Coimbra Investe* - Draft regulation to support economic initiatives of municipal interest;
- Coimbra’s City Budget for 2016;

Furthermore, the tool is divided into two sections:

- *Section I. Companies set up by Generation Y and their role in management of your city*, with 5 measuring variables;
- *Section II. Actions towards creative and innovative companies of Generation Y*, with 11 measuring variables;

Also, it is important to mention that the instrument was originally composed by 3 columns as shown below.

Question	Scale	Elaborates (for open questions)
Section I. Companies set up by Generation Y and their role in management of your city.		
1. Do the strategic documents of your city refer to such notions as „companies of Generation Y”, „companies of millennials” or other referring to this group?	0 points– “No” 1 point – „Yes, but only in high level documents (not in the executable law)” 2 points – „Yes, we may spot such references in all kinds of documents”	If YES, to what extent do these documents relate to Generation Y? Please comment.

Table 1- Example of the original Diagnostic Tool

This diagnostic tool required us to examine the mentioned documents in order to answer questions³ (yes / no response format) regarding fundamental aspects of the project. Thereafter, each answer would be rated (0 – 2 points) according to the relevance of the information retrieved from each strategic document. The last column – “elaborates”- required us to gather qualitative examples from the analysed documents.

In sum, there are 16 variables that intend to measure how much the cities’ policies are aligned with the general interests of Generation Y, with the first section being composed

³ Please refer to Table 1 for an example.

Generation Y - an analysis of millennials' skills, perceptions, values and expectations
against the promise(s) of the Gen-Y City project

of five items and the second one of eleven items. Based on this, we were able to evaluate at a quantitative level, from 0 to 32 points, a City's commitment towards the Generation in study, in terms of their actions and policies.

However, as we started to fill in the Diagnosis, we came across one small problem. We did not find, in any document, references to the words "Generation Y" or millennials. These terms are still relatively unknown by many public and private authorities. Thus, we modified the Tool so as to include another column, as shown below, named "References".

Question	Scale	References	Elaborates (for open questions)
Section I. Companies set up by Generation Y and their role in management of your city.			
1. Do the strategic documents of your city refer to such notions as „companies of Generation Y”, „companies of millennials” or other referring to this group?	0 points– “No” 1 point – „Yes, but only in high level documents (not in the executable law)” 2 points – „Yes, we may spot such references in all kinds of documents”	Direct reference +2 Indirect reference +1 NA	If YES, to what extent do these documents relate to Generation Y? Please comment.

Table 2 – Example of the modified Diagnostic Tool

As the main part of this module is based on a quantitative method, zero points would have to be awarded in cases where the key terms were not explicitly stated in the referred documents. We felt that it would not be fair to score some questions with zero points, as we might find terms that could relate to Generation Y, such as young people, young entrepreneurs, start-ups, etc. So, if a document contained a direct reference to the item presented, we would give an extra 2 points. If it contained an indirect reference that could be related to the item at hand we would award an extra point. Finally, this third step was not applicable if the answer to the question was “No”.

Another duty ascribed to us involved the development of a survey⁴ in European Portuguese to describe the perceptions of millennials that live or used to live in Coimbra. For practical reasons, in order to target our “Generation Y universe”, we used a convenience sample, which is non-probabilistic. Our main objective was to study people

⁴ The Survey is available in its complete format in Appendix I of this report

born between 1980 and 1997 that have or have had any connection with the City of Coimbra, had at least attended University and that, preferably, were already working. Also, based on our targeted population we wanted to explore their representations about the City. To that end, we employed variables that could be translated into physical indicators about quality of life.

During the development of the study, again, for pragmatic reasons and to decrease our workload, the survey was to be implemented and answered online, on a platform called LimeSurvey. The final draft contained 46 questions, divided in 4 sections:

- Sociodemographic Characterisation;
- Technology and Communication;
- Work and Personal Aspects;
- Family Relations;

At last, we only needed to share the questionnaire, which turned out to be the most difficult part. For that effect, we contacted numerous institutions in Coimbra, by email and telephone. In some cases, we even went to workplaces to talk and see if they could disclose the survey amongst their associates.

Here it is a complete list of all associations, start-ups and Universities contacted:

- *Instituto Politécnico de Coimbra;*
- *Instituto Pedro Nunes;*
- *Universidade de Coimbra;*
- *Instituto Miguel Torga;*
- *Centro de Artes Visuais (CAV);*
- *Orquestra Clássica do Centro;*
- *Escola da Noite;*
- *Agência de Promoção da Baixa de Coimbra;*
- *Jazz ao Centro;*
- *Associação dos Amigos da Alta de Coimbra;*
- *Casa das Artes Bissaya Barreto*

- SIN – Start-up Incubation Network;
- Nest Collective;
- *NERC – Associação Empresarial da Região de Coimbra;*
- *IAPMEI - Instituto de Apoio às Pequenas e Médias Empresas e à Inovação;*

However, no matter how many organisations we have approached, in the end, almost all of our responses came from students and former students of the *Instituto Politécnico de Coimbra*, an active ULG partner in the Gen Y City Project in Coimbra. An email, with the detailed information about the survey, was sent to ten thousand graduates from the past ten years. That is the main reason we gathered 646 responses until this date. The remaining contacts made for this purpose did provide us with potential participants. The University turned us down flat. Others, with the exception of few, agreed and promised to divulge the survey, but did not keep their word.

Nevertheless, we did get enough respondents and since we had to present our findings in the Gen Y City Transnational Meeting, we would use a statistical analysis software termed SPSS.

Before I finish this part where I described the methods used in Coimbra, it is important to mention that although this was a joint internship between João Ramiro and I, in order to distinguish our work, each one analysed a different section of the diagnostic tool. The same happened with the development of the survey. I was responsible for the first section of the diagnostic tool and the first two parts of the survey. Nevertheless, since we shared and presented together all the data collected, I will be presenting all information I find relevant, regardless of whose responsibility it was.

3.1.2 Methods used in Wolverhampton

My internship in Wolverhampton was completely different from the experience in Coimbra, as I have already portrayed in the first chapter. I would be involved in more actions and meetings for Wolverhampton within the project. Although the diagnostic tool was not to be applied, quantitative and qualitative methods, such as a survey⁵ and

⁵ A complete version of the final survey is available in Appendix II;

interviews⁶, were expected to be implemented. The main purpose of my placement in Wolverhampton was the development of a survey similar to the one implemented in Coimbra for the same aims, and also to have a measure of comparison between cities.

Nevertheless, it is important to acknowledge that, due to reasons that I could not control, the survey in Wolverhampton is slightly different from the one applied in Coimbra. Some questions were added, others eliminated or simplified. I probably elaborated six different versions of the survey before the chain of command was completely satisfied. In the end, this version consisted of 39 questions.

After this process, we started to contact several institutions to spread the survey. The sample was to be the same (convenience sample). We wanted to target people that live or used to live in Wolverhampton. This time, I mainly contacted the University of Wolverhampton, as in Coimbra the majority of the results we have obtained came from the *Instituto Politécnico*. However, there was a difference. In Coimbra, the *Politécnico*'s active partners in the project were persons with high positions within the hierarchy that understood the importance of the study. In Wolverhampton, we had some problems with accessing the right people that could contribute to our cause. Our contact and partner at the University did not exert a lot of influence. So, I found out who was the most appropriate person to talk to and sent an email explaining the project and how I felt it should be spread throughout their students and former students. If they developed a database of graduates' emails, from the past ten years, and sent out the link of the survey, I was confident that we would obtain some great results. However, the person I was in contact with was not too receptive in indulging my request. The University agreed to help, but the best effort they did to spread the survey was to post the link in the students' newsletter, available on the University's website. The result was a disaster, obtaining only four responses. I later contacted them again to see if they at least could announce the survey on Facebook or Twitter, but to no avail. Since the University was not providing me with any potential participants, I contacted several other institutions. Some agreed to help, but without success. I was not able to obtain results for this survey. Nevertheless, in October 2017 I will try to share the survey again, so as to obtain results and data about millennials in Wolverhampton in the context of the Gen Y City Project.

⁶ The two scripts used for the interviews in Wolverhampton are available in Appendix IV;

Also, at the request of the City Council, I developed another survey. A business survey⁷, to be more specific. The targeted population were to be employers and employees of creative/tech companies in Wolverhampton. The questionnaire would inquire them about their organisations and the skillset that is demanded nowadays from employees. I did not apply this tool or contact any institutions, and only a first draft was developed.

In the near future, the goal is to simplify this questionnaire and to warrant its application. This survey also aims to publicize a creative meeting in the City, at a time and place yet to be decided, to verify if in a near future these companies would be interested in being a part of a network Wolverhampton is trying to create. This network is to provide young people the right training, along with well-paid job opportunities.

The other instruments that I have developed were two semi-directive interviews. I have conceived two different scripts for two different persons with different ages. The first interview intended to understand the perspective and life course of a millennial working in the creative / technical industry. The interviewee worked as the communications manager for a design company. The second interview aimed to explore the viewpoints and perspectives of a key decision maker in the City about Wolverhampton and its youngest Generation. The person targeted for this not only had been a Councillor in Wolverhampton for 25 years, as well as having a career in engineering and a profound knowledge about STEAM careers.

Before concluding this part, I would like to mention that while preparing and conducting these interviews there was an enormous amount of unforeseen problems. During the first interview, since the participant worked in a shared and wide office space with no other divisions, the sound quality of the recording was highly deficient. I had many problems transcribing the interview, since I could not understand half of what the interviewed was saying. The second problem was that I conducted this interview after a meeting with the same person about the Gen Y City project. Since one of my colleagues from the City Council had come along and stayed for the interview, I am afraid that that her presence had a negative impact on my performance as an interviewer. Last but not least, the interviewed person in question had a characteristic regional accent and it was quite hard to understand what he was saying sometimes.

⁷ The first draft of the business survey is available in Appendix III;

Some obstacles were equally encountered during the second interview. Since the person in question was not in Wolverhampton and had a tight schedule, I only had one chance to do this interview by telephone. Without mentioning the interview, in the first chapter, I described one particular situation in which I had bureaucratic problems setting up a software on my Council phone to record a conversation. Well that request was made in order to be able to record this conversation. I managed to install the software, though with some difficulties. The conversation went well, even though I had to adapt myself and the interview to the circumstances and the overbooked schedule of the interviewee, but for my first telephone interview I must say I was pleasantly surprised with the result. However, I was getting quite a lot of information from the person I was having a conversation with, and found that the running time of the interview was a bit too short. At one point I felt that I was taking too much of this person's time and ended the interview prematurely.

Chapter 4 – Results

4.1 The potential of Wolverhampton's Hackathon

Probably, this is not a result per se, but before I describe the quantitative results obtained with the tools I have applied in Coimbra, and the qualitative data gathered in the form of interviews for Wolverhampton, I would like to share some thoughts about one event I was helping with, as part of my placement in Wolverhampton: The Hackathon.

I have stated in the first chapter that I would disclose more about this topic later on and now it is the time to do it. But first things first, what is a Hackathon? According to OutSystems,

It's a design event where just about anyone involved in software development—even subject matter experts—gather to work on software projects. They're intense, sprint-like sessions that can last between a day and a week. They often have themes like programming languages, operating systems, APIs, industries and even programming demographics (OutSystems, 2017, p. 2).

I came across with this information when I contacted this particular company to see if they could offer support and ideas for the event. They were kind enough to share this information with me, before it was even released to the public.

The Hackathon was one of the projects that motivated me. What really got me excited was the possible theme for the event that probably will be held in November, 2017. It took us a while, but we finally came up with a topic that could translate into a creative solution for a problem.

The generic idea for the Hackathon is to develop a plan that later will lead to the creation of a mobile Application about the “hidden treasures” or secrets of Wolverhampton. This potential instrument would be a creative technique that could affect in a positive way challenges widely recognized in Wolverhampton, in regards to promotion of the city and its events. It could also be a great method to try and engage public participation by its citizens.

Concerning the Hackathon event itself, we do not have enough time to develop this happening to its full extent. However, we could have a very interesting gathering by involving different kinds of people with all sorts of backgrounds. If four persons had a productive conversation about this for an hour, imagine one hundred people or so in a joint event, coming together for nine hours. Potentially creative ideas might result from this meeting. Nevertheless, after this event, the most important thing is to achieve what we had initially intended. Developing and to make the App available, and to place Wolverhampton on the map for its creativity and innovation, but also to show the city's

innovative side to our locals and visitors. In creating this App, we might have to take into consideration some regional characteristics of Wolverhampton.

Culture in Wolverhampton seems to be a great topic of discussion. Most people recognize the potential of Wolverhampton's culture in attracting people into the city. However, it looks like what we define by culture is, in Wolverhampton, not being fulfilled to its entire extent.

Let us see, step by step, what dimensions we could affect by using culture as of source of attraction and retention of people in the city. The work behind it will involve all sorts of cultures to share their experience and knowledge and will show what people generally do not see or know. The goal will ultimately be the disclosure and creation of a culture. Cultural disclosure in the sense that no matter what you know, you can always learn more and if we are talking about hidden places we need to find a way to discover them. In the end, we also want to create a way that allows us to attract people and develop a cultural tendency for its inhabitants and visitors, after using this app and exploring Wolverhampton.

So, the general theme will include topics like culture, gastronomy, non-conventional tourism, etc. and must have participants from those areas, but also web designers, individuals in the creative sector or app developers, communicating and pitching in ideas about the development of a plan to achieve this app in its full capacity. Ultimately, the product will not be a map of places people can visit. It will be an application installed on the phone that will give directions to the location of Wolverhampton's "hidden secrets", whenever people are close to those sites. For the app to work, a person will need to walk around the city. In addition, this app might also transmit, from time to time, random hints about these places or about different events that might be happening in the city. Through this we might be able to connect our places, our people, our visitors and create a culture of exploring, at the same time divulging areas that are otherwise quite unknown.

Now I should describe the steps that must be followed in order for this to be achievable. We do not want to target main stream places or cooperate business on the app. We want to target local, traditional, vibrant and different places that few people know about it. How can we find these sites? We walk along the streets and we talk to locals from all areas. We gather knowledge. I want to focus on the local tavern, for instance, run by local people, or that street corner food place where they have traditional home-made meals. I want to be able to find the local peasant experience in Wolverhampton. For that,

communicating with our locals with all different kinds of cultural backgrounds it the key to finding these places. Also, getting University students involved is important for this event, principally persons who study relevant areas for this project, such as tourism, gastronomy, arts, web design, communications, engineering etc.

After that, it is up to the web designers and the app developers, the creatives to take the lead and develop the app based on the discoveries we have made by combining joint efforts and experiences, acquired by talking to local knowledgeable people on the streets and also experts. Once the app is finalised, we need to disseminate this new way of exploring Wolverhampton. Once again, communication is key. It would be profitable to talk to our companies and to let them know about our app. This might be beneficial even for their clients, as it would be an excellent way of showing them and allowing them to discover different interesting places in the city. I have several possible partners in mind. The football club is essential, for instance. If we could find a way for them to advertise the app to their fans and the visiting fans during every game, that would be a great way of letting people discover Wolverhampton. This is only one of the many possible partners. The council could also be notified, convincing them about the future positive impact this technology might have on Wolverhampton.

In the end, we will need all the help that is available to us, to adequately develop and divulge the app and for this project to be an absolute success.

4.2 Diagnostic Tool Coimbra

4.2.1 Section I. Companies set up by Generation Y and their role in the management of your city

In this part, I will detail and display the results obtained for every question comprised in the diagnostic tool. At the beginning of each discussion, a figure representing the question will appear to show the total amount of points collected on a scale from 0 to 4. Let me explain figure 3 below, where the question is displayed, and the answer being “yes”. At the right side of the question it is possible to observe the scale, having granted 1 point out of 2. Also, we conceded an extra point because we could only

find indirect notions in the strategic documents that we have analysed. The “I”, at the end of the figure, symbolises that “indirect reference”, which is worth 1 point. In some other questions, the reference might be direct, in which case you will see a “D” instead of an “I”, being worth 2 points. This question scored 2 points out of 4. After the figure, the proper answer to the question will be provided, based on the “elaborates” column⁸ of the diagnosis, this answer being considered qualitative information. In this case, the “elaborates” column asks us the following: “*If YES, to what extent do these documents relate to Generation Y? Please comment*”. Every question will have a different type of comment. I will answer each question taking the “elaborates” column into consideration.

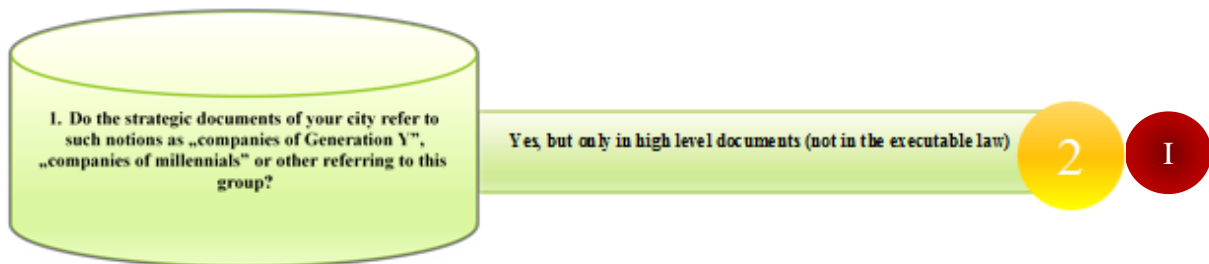


Figure 3 – Item 1 Diagnostic Tool

We did not find any references to “companies of millennials” or “companies of Generation Y” in the strategic documents that we have examined. However, indirect notions such as “*support of creative and qualified entrepreneurial projects*”; or “*Support the consolidation and expansion of incubation infrastructures and business incubation*”, represent terms that can be indirectly linked to the generation we are trying to describe and can be found in the Strategic Plan for the development of the region of Coimbra 2014 – 2020, on page 46 and 52.

Also, other minor terms in documents that exclusively relate to the city of Coimbra can be found in the Strategic Plan for the University of Coimbra 2015 – 2019, page 40: “*...Promotion and creation of new companies (spin-offs and Start-ups...)*”;

Figure 4 – Item 2 Diagnostic Tool

⁸ Please refer to table 1 and 2, or to the complete diagnostic tool in Attachment I.



Elaborates column: “If YES, specify the names of these programmes”.

The Programs that are aligned with the strategic documents for Coimbra can be found in the following documents:

- Regional Operational Program for the Centre 2014-2020, Example: pages 20; 26; 40; 75; 78
- CRER 2020 – Responsible structural and resilient competitiveness, Example: page 46;
- RIS3, Example: page 57;
- Portugal 2020, example: page 26;

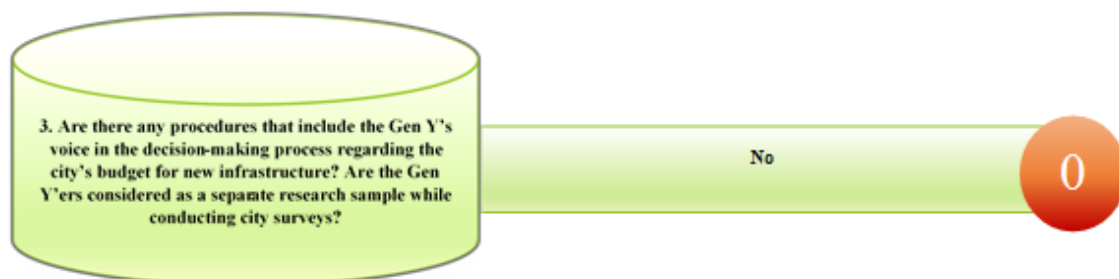


Figure 5 – Item 3 Diagnostic Tool

The answer for this is “No”, hence the 0 points attributed.

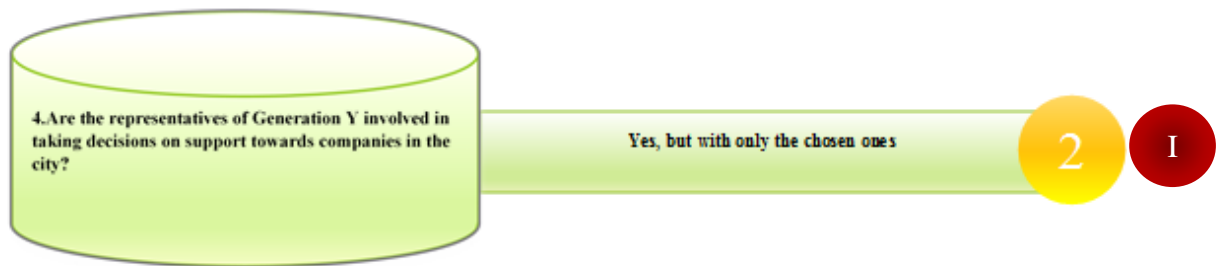


Figure 6 – Item 4 Diagnostic Tool

Elaborates column: “*What is this involvement? Is the “voice” of Generation Y representatives taken into account?*”

Several regional institutions, including incubators (13) and “gazelle companies” (7), were actively involved in the process of discussion and creation of CRER 2020 and RIS3; these plans, in some areas, clearly support and affect in a positive way companies that we can relate to the generation at hand.

Also, several workshops, seminars, interventions, surveys and contributions by citizens, on the *CRER 2020* website, also supported the construction and shaping of these plans.

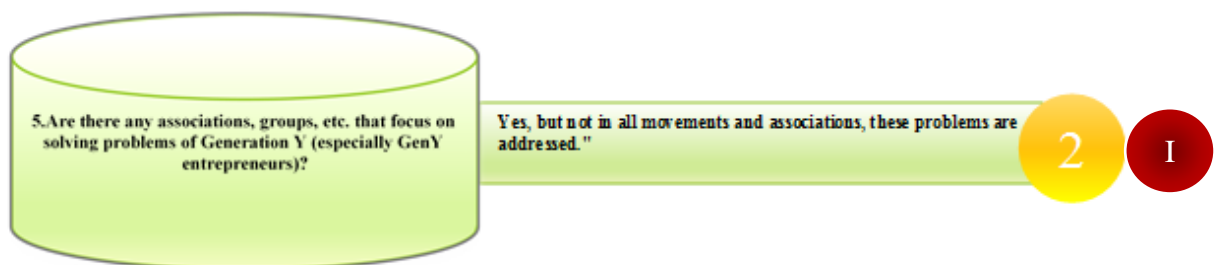


Figure 7 – Item 5 Diagnostic Tool

Elaborates column: “*If YES, please provide some examples.*”

After gathering some knowledge by contacting several institutions, we had the opportunity to assess them. Therefore, we can assert that their role is important, to some extent, in making a difference for millennials.

So, in the light of our discovery, here are some examples of associations that care and focus on solving problems for Generation Y in Coimbra:

- *Instituto Pedro Nunes;*

- *Nest Collective;*
- *NERC – Associação Empresarial da Região de Coimbra;*
- *Condomínio Criativo;*

4.2.2 Section II. Actions towards creative and innovative companies of Generation Y



Figure 8 – Item 6 Diagnostic Tool

Elaborates column: “Does the city support entrepreneurship of Generation Y? If YES, how? If NOT, why?”

The answer is yes, the city of Coimbra supports entrepreneurship. This can be noted more clearly in the Draft regulation to support economic initiatives of municipal interest.

However, it is not necessarily targeted at Generation Y. Neither can we say that the analysed program is successful. The simple reason is that it was published on the 17th of May, 2017. In this document, we can find references to qualified entrepreneurship based on knowledge or tech development, which are key words used to describe companies of millennials. Nevertheless, these initiatives are for everyone who seeks to invest, not only for this generation.

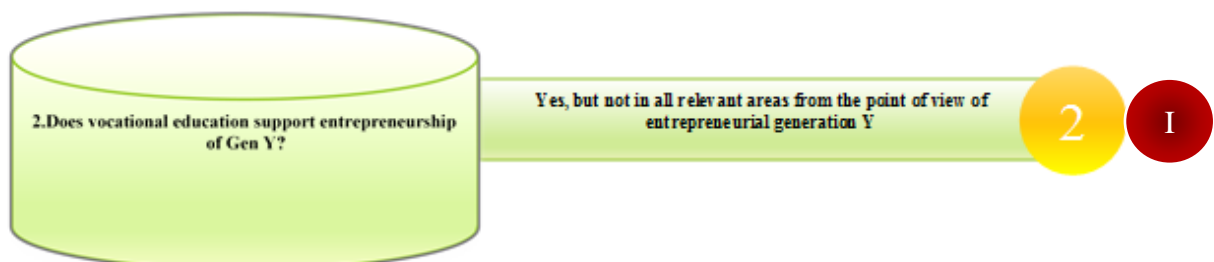


Figure 9 – Item 7 Diagnostic Tool

Elaborates column: “*If YES, provide some examples.*”

Within the city of Coimbra, we can identify some institutions/organizations that dedicate themselves to vocational education, simultaneously supporting entrepreneurship.

Here are some examples:

- *Centro de Formação Profissional para o Comércio e Afins (CECOA);*
- *Instituto de Emprego e Formação Profissional (IEFP);*
- *Profiforma;*
- *IAPMEI;*
- *Instituto Pedro Nunes;*

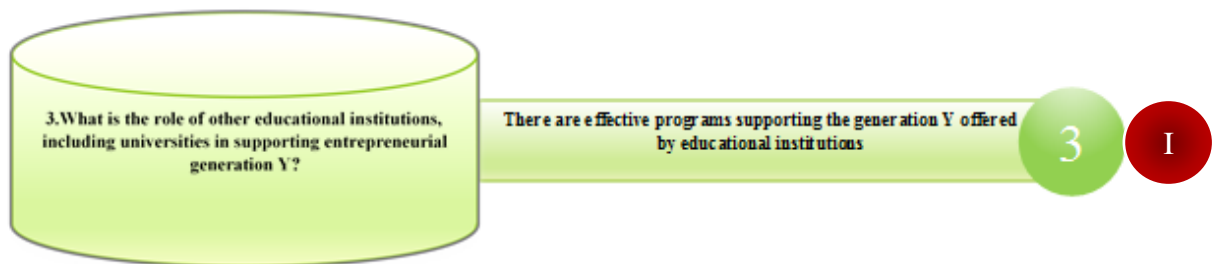


Figure 10 – Item 8 Diagnostic Tool

Elaborates column: “*Please elaborate.*”

From the plans we have analysed, we can conclude that the University of Coimbra takes into consideration and is willing to evaluate certain situations and adapt their system to the new trends of employment. There are also courses in the University that enable students to have a better understanding about how to generate their own business ideas.

It is important to recognize the efforts of four junior companies in the University, composed by students that strive to transfer knowledge and promote innovation, established in the University, to the corporate world:

- *JeeFeuc;*
- *Resistance;*
- *JeKnowledge;*

- *Rhumo*;

Also, we have to acknowledge that the *Instituto Politécnico de Coimbra* and the *Instituto Superior Miguel Torga*, also dispose of mechanisms that endorse an entrepreneurial spirit among its students. For the *IPC*, the program it is termed *INOPOL*, and allows students to be inserted in the labour market. In the *ISMT*, these ideals are transmitted by the entrepreneurship office. Furthermore, these institutions are also dedicated in providing support and advice to students who wish to innovate and develop products/services /business ideas.

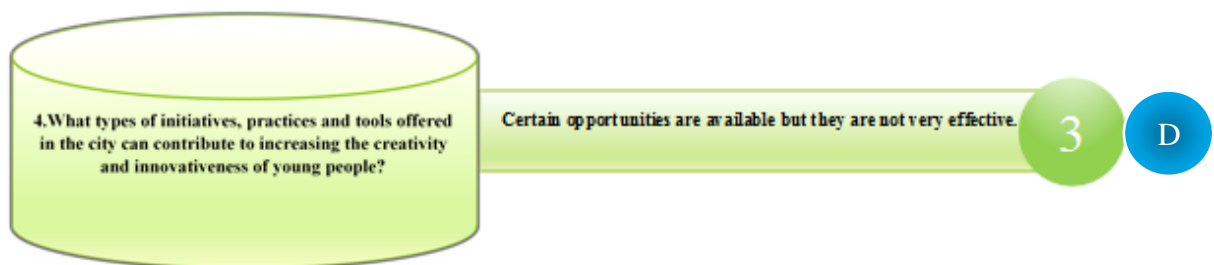


Figure 11 – Item 9 Diagnostic Tool

Elaborates column: “If YES, what types?”

The *Gabinete de Apoio ao Investidor* in the Coimbra City Hall is one of those initiatives whose sole purpose is to support any kind of person who wishes to start their own business. This office has also other purposes, such as the implementation of entrepreneurship strategies; attract, promote and monitor technology-based and creative-based activities or initiatives; and to stimulate and support technological innovation centres, business incubators, business accelerators and other initiatives associated with entrepreneurship and innovation.

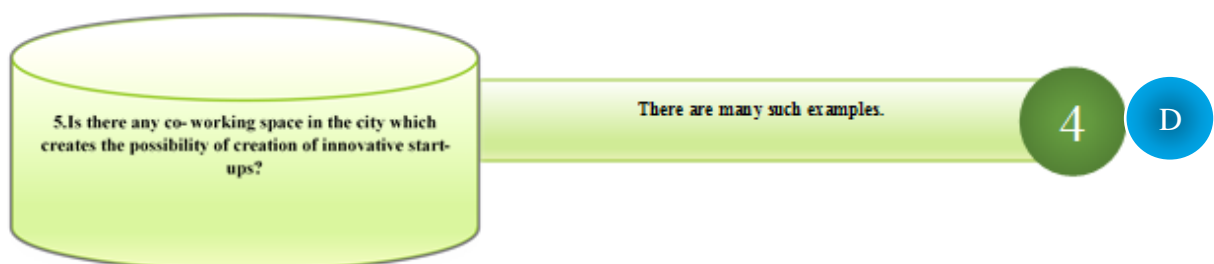


Figure 12 – Item 10 Diagnostic Tool

Elaborates column: “If YES, then please elaborate.”

Within the *Gabinete de Apoio ao Investidor* there is a space of co-working prepared to be used by individuals or companies that wish to share experiences or ideas within the topic of entrepreneurship and business.

Other spaces in the city that are fully functional are:

- *Cowork. Coimbra*
- *Instituto Pedro Nunes*
- SIN – Start-up Incubation Network;



Figure 13 – Item 11 Diagnostic Tool

Elaborates column: “If YES, please elaborate.”

There are several green and socially responsible companies in the city. However, they only represent a small fraction of the local business base.

Companies such as *SINERGIAE* and *Incarpo* are two of those examples that we can classify as green and socially responsible.



Figure 14 – Item 12 Diagnostic Tool

Elaborates column: *“If YES, what is their form?”*

Some examples of green spaces in Coimbra and their form are as follow:

- *Parque Verde* – This is a good space for hiking, jogging, sightseeing, also offering various consumers services;
- *Choupal* – Enables hikes and sport practices such as Tennis, Basketball or Running;
- Botanical Garden - Provides a good view and offers a wide variety of vegetal species that can be quite attractive not only to young people, but for everyone;

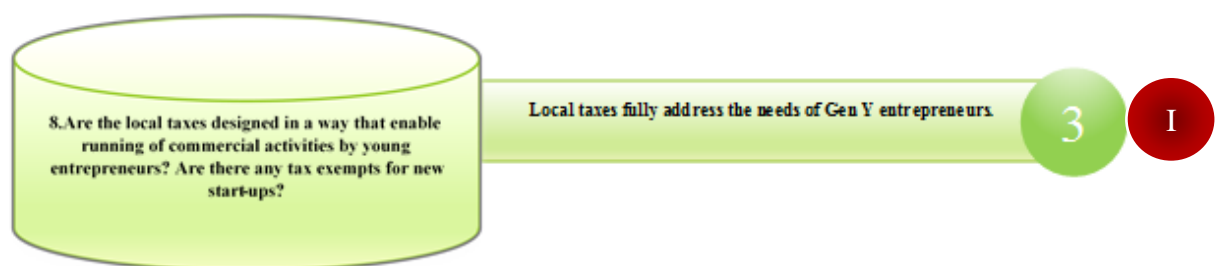


Figure 15 – Item 13 Diagnostic Tool

Elaborates column: *“Please provide description of tax incentives/breaks and the criteria to qualify.”*

The measures for reduction or exemption of taxes implemented for companies in Coimbra are as follow:

- Setting the municipal property tax at 0.34% (IMI);
- Exemption for companies with a turnover of less than 150 thousand euros;
- The deliberation of sales of municipal land with phased payments;
- Reductions provided for in the municipal regulation and price and price tables;
- The reductions foreseen in the municipal regulation of urbanization and edification, rates and urban compensations of Coimbra;

To have access to these tax breaks, companies must:

- Be relevant to the sustainable development of the municipality;
- Contribute to strengthening the value chain of the municipality of Coimbra;

- Promote the diversification of the local business fabric, especially in innovative or technology-based sectors;
- Generate new jobs;
- Determine the maintenance of existing jobs or increase their qualification;
- Be based on processes of productive innovation, namely, that they take the form of the following:
 - i. In the production of new goods and services in the municipality of Coimbra and in the country or in the significant improvement of current production, through the transfer and application of knowledge;
 - ii. In the expansion of production capacities in sectors of high technological content or with international demands;
 - iii. In process, organizational and marketing innovation;
 - iv. Qualified in entrepreneurship, privileging the creation of companies based on knowledge or technology;

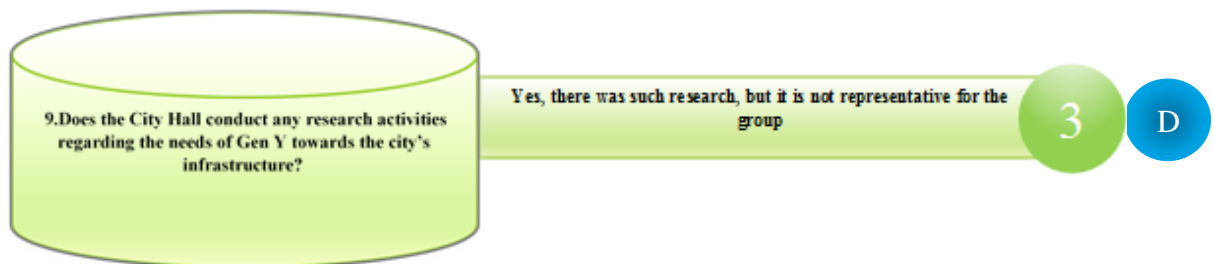


Figure 16 – Item 14 Diagnostic Tool

Elaborates column: “What kind of research? What were the outcomes?”

The Gen Y City project is yet to produce results.

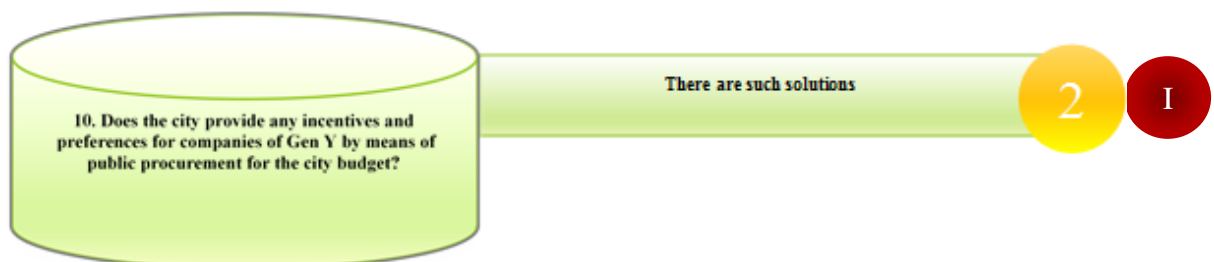


Figure 17 – Item 15 Diagnostic Tool

Elaborates column: *“Please describe the incentives.”*

In the city plan and budget for 2016, with the cooperation of the University, there are several incentives that aim to promote young entrepreneurship. One of those programs is named the Start-up Kiosk challenge. This competition’s main objective consists of finding young people that are interested in developing small businesses related to creative industries, by occupying privileged public spaces.

Other examples that we could find in the city budget were the Action Plan for Young Entrepreneurship and Business Management, promoted by the *Instituto Politécnico de Coimbra*; The National Program for the Development of Entrepreneurship, Innovation, Employment in Arts, Culture and Creative Industries, promoted by the INOVA agency; Budget for implementing measures related with Youth Entrepreneurship and Employability.



Figure 18 – Item 16 Diagnostic Tool

Elaborates column: *“Please elaborate.”*

Coimbra collects information mainly about the education of its population, but does not reference directly the Generation Y in its Strategic plan for development.

However, it does state that capturing, developing and retaining talent is one of the strategic priorities for the region. Therefore, it is important to join efforts to battle early school drop-outs. Also, for this purpose, one of the main goals that Coimbra needs to achieve is to increase up to 40% the number of younger individuals (30 to 34 years old) with higher education. This is crucial for them to be more aware and prepared for facing challenges of productivity, value creation, competitiveness, innovation, quality and entrepreneurship. As it is referenced in the document, this matter is important and we need to invest in education and training of young people.

Alongside with this, based on a previous diagnosis and relevant to this human capital topic, other weak links and risks that need assessment and have a high priority level of intervention were presented:

- Accumulated knowledge of human and physical capital qualified for innovation and technological development activities that are not optimized;
- Weak interconnections on transferences of knowledge between scientific, technological systems and companies;
- Weak capacity of small size business sectors.

Final score: 38 points out of 64

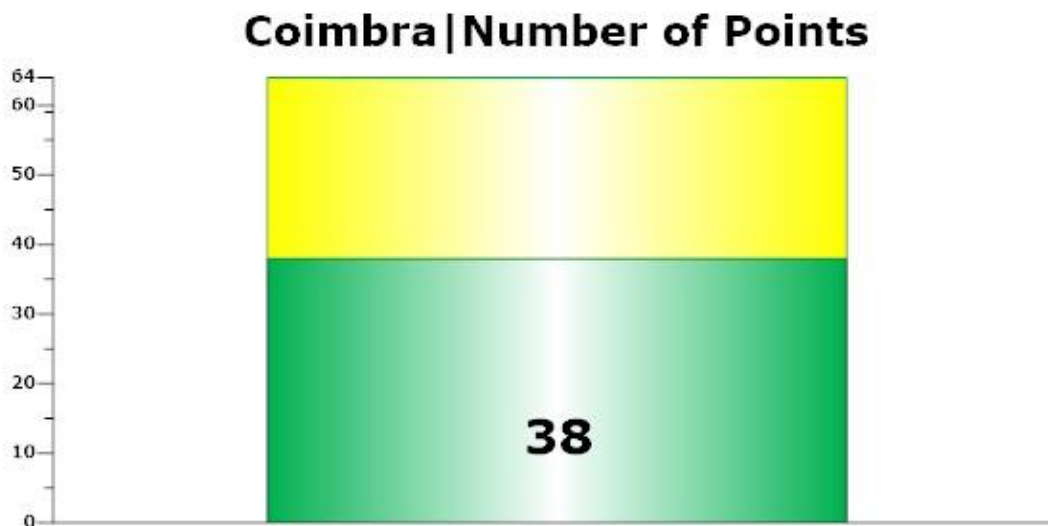


Figure 19 – Total of Points for Coimbra

Coimbra scored 38 out of 64 possible points, which represents a positive review of its mentioned policies and incentives in their strategic documents for the Net Generation. There is a focus on this diagnosis and on the project itself to rate Cities' conditions in terms of its actions, values and actions towards entrepreneurial activities. Coimbra's action plan, for the project, focuses mainly on developing a co-work space in the City Hall, incentives to entrepreneurs and small business, fair trades, mentoring, workshops, creative ideas contest, etc., which is mainly what this diagnosis evaluates. However, in order for a City to be appealing to this Generation, it is important to assure a good quality of life. Job offers or policies that enable a person to start his or her own

business are only a minor part of that. Quality of life is more than just work for this Generation. There are other characteristics that could be highly valued. That is why, in the survey, which will be briefly presented, there were other variables that could be regarded as indicators for general quality of life beyond the spheres of work, such as nightlife, public transports, cost of living, safety, location, entertainment, etc.

4.3 Survey results Coimbra

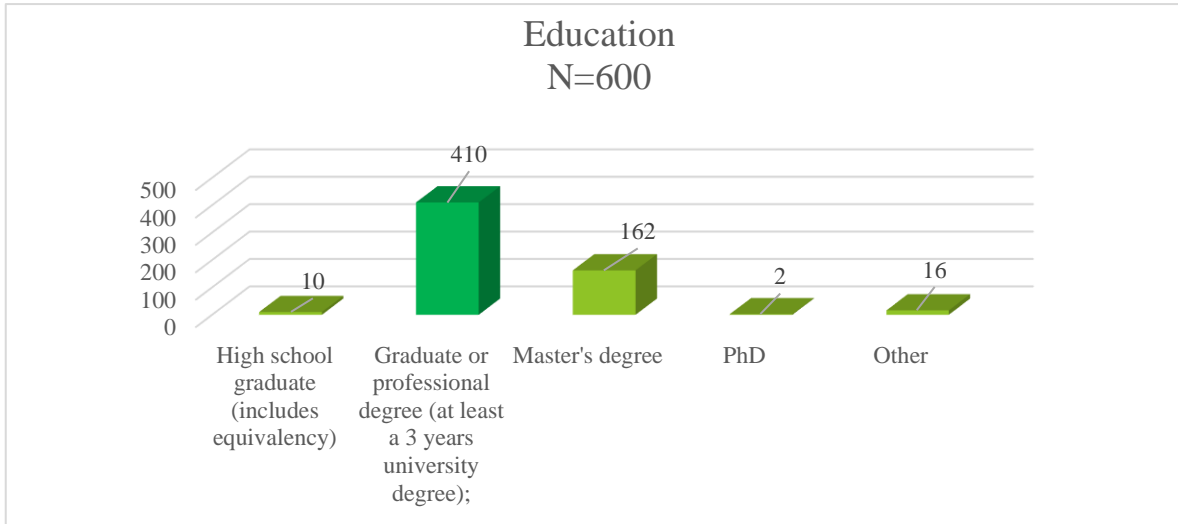
After a waiting period of a few weeks, and around the time of our presentation at the transnational meeting, we had gathered 600 respondents. During the following weeks only 46 more people would participate in the survey. I will only show the results for those 600 responses, since the SPSS file was created for the aforementioned meeting. Also, I will display the results that, in my opinion, are the most important for this report.

Regarding the first section of this survey (sociodemographic characterization), we had a slight discrepancy between female and male answers. For reasons we could not control, since the survey was disseminated online and we usually do not know who is going to answer, we ended up with 214 males and 384 females' responses, representing 35,7% and 64,4% of our sample, respectively.

Concerning the year they were born, we collected most responses from people born in the 1990's. A smaller percentage of our respondents (35,7%) was born in the 1980's, and 64,4% was born in the 1990's.

As shown in figure below, in terms of education, the majority of our sample (410 persons) held a graduate or professional degree with at least three years of University, 162 had completed a master's degree, 16 had completed an "other" level of education, 10 individuals finished high-school, and 2 completed a PhD.

Figure 20 – Highest degree of education completed



In terms of work, 429 of our respondents (73,3%), stated that they were employed, which was one of the conditions that we were hoping for: collecting data from people that already had started their journey into the world of work. The majority also specified that they worked in the private sector (339 persons), against 78 people in the public sector and 12 in Non-profit organisations. In regards to the field of work, we had a wide variety of

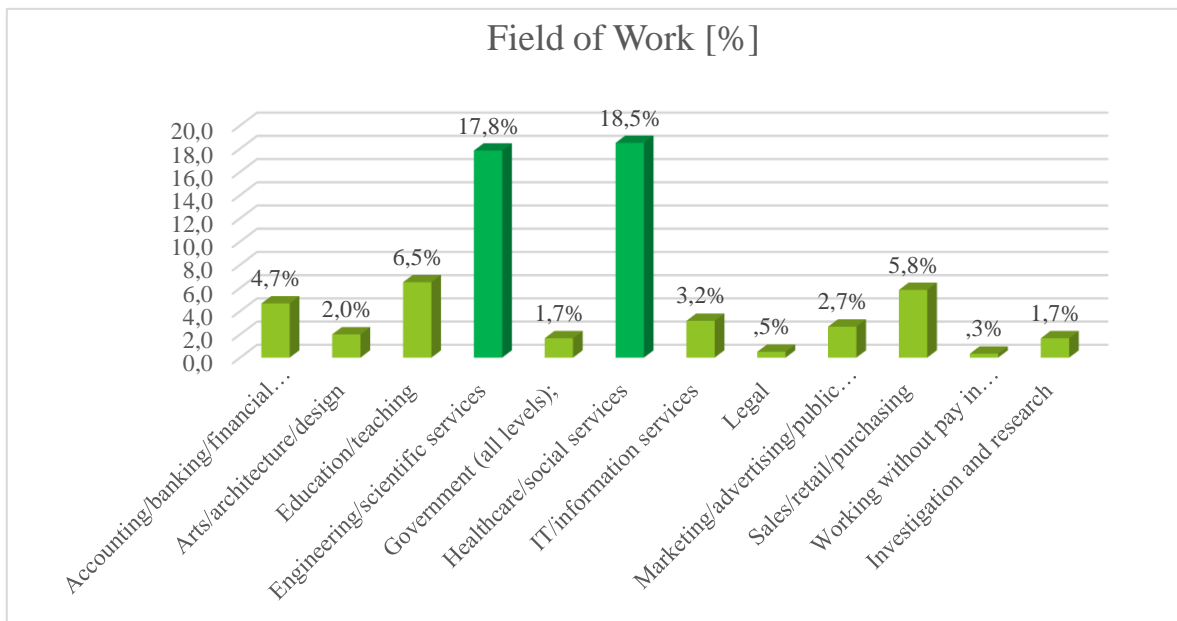


Figure 21 - Field of Work

answers, with emphasis on the areas of Healthcare/ Social Services and Engineering / Scientific Studies, as can be seen in the figure above.

Based on questions A4, A5 and A6 of the survey, and by combining them, we created a new variable to identify the relation of the respondents and the City of Coimbra,

and divided them into 4 new categories. This resulted in the following respondents' profiles:

- Without Connection – For people with no connection to Coimbra;
- Rooted-in – For people currently living in Coimbra, and having done so at least for the past twenty years;
- Non-Local Attached – For people that live, work or study in Coimbra for a period between 5 and 10 years or used to live, work or study in Coimbra for a period between 5 and 10 years;
- Absent Local – For people who used to live in Coimbra for 20 years or more;
- Newcomers – For people that live, work or study in Coimbra in a period inferior to 5 years or for people who used to live, work or study in Coimbra in a period inferior to 5 years;

The results are as follow, as demonstrated by figure 22.

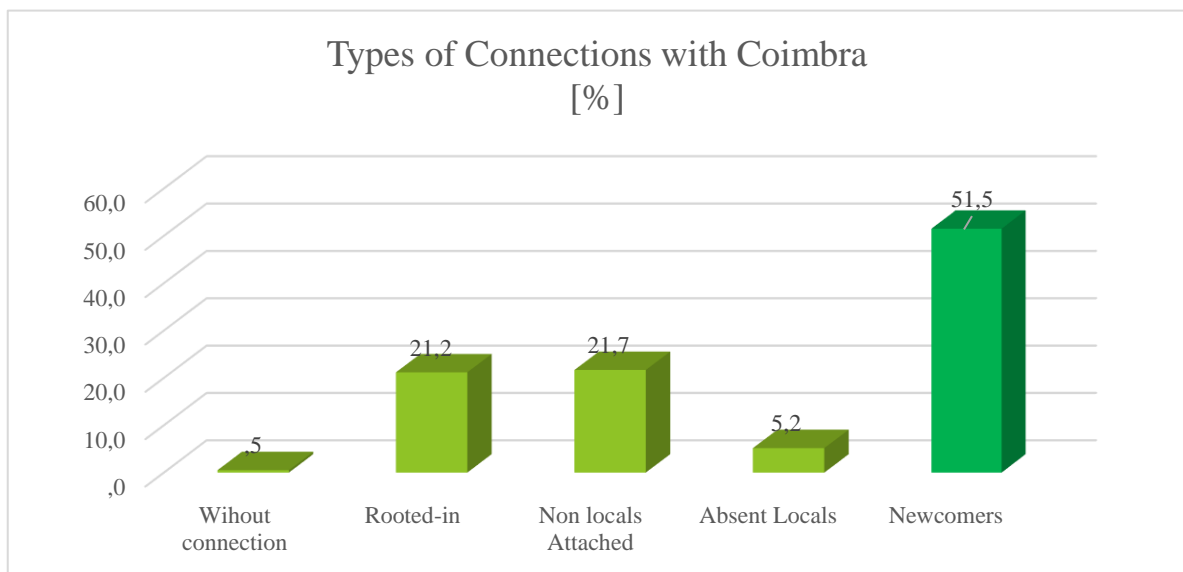


Figure 22 – Types of Connections with Coimbra

Looking at the figure above, we realise that 51,5% of respondents fell into the category “Newcomers”. The second most frequent category was the non-locals-attached. Thirdly, the Rooted-in. The fourth place was occupied by the Absent Locals and lastly, the people with no connection to Coimbra. These results and forthcoming conclusions take another proportion after examining the table below.

Profiles	Do you currently live in Coimbra?		Total
	Yes	No	
Without connection	0	3	3
Rooted-in	127	0	127
Non-local Attached	48	82	130
Absent Local	0	31	31
Newcomers	27	282	309
Total	202	398	600

Table 3 – Crosstabs between profiles and living in Coimbra

If we cross-reference the profiles and whether the respondents live or not in Coimbra, only 27 “Newcomers” still reside in the City. This means that the biggest group of people, that lived the least amount of time in the Coimbra, are gone. They did not stay in Coimbra to live. They were just there to work or study for a short period of time.

Obviously, we can only assert this for 600 people. This survey was built under a non-probabilistic sample, so we cannot claim that this represents the entire universe of persons that live or used to live in Coimbra. Statistically, we cannot say that this is significant. However, we cannot deny that 600 respondents are quite a lot, allowing us to draw some conclusions. And it is not the first time we hear that Coimbra is a City of “transition”. People go there to study and then leave.

Another important aim of this survey was to understand people’s perceptions in regards to the city’s services and conditions. Therefore, we asked our sample to rate their satisfaction, on a scale of 0 to 10, for items like public transports, accessibility for pedestrians, job offers, garbage collection, work conditions, green and leisure spaces, health services, etc. Thereafter, we re-arranged the scale and the answers fell into the following categories, according to their score: from 0 to 3 – low satisfaction; 4 to 7 – medium satisfaction; and 8 to 10 – High Satisfaction. Afterwards, I developed a simple formula to measure the satisfaction for each item. The score was to be calculated through this method:

Generation Y - an analysis of millennials' skills, perceptions, values and expectations against the promise(s) of the Gen-Y City project

(Frequency “low satisfaction” *1) +(Frequency “medium satisfaction” *2) +(Frequency” high satisfaction*3).

Participants who did not know how to rate the items were left out of the analyses and their answers did not contribute to the final score.

There were 21 items to rate, and their score is depicted in the following figures.

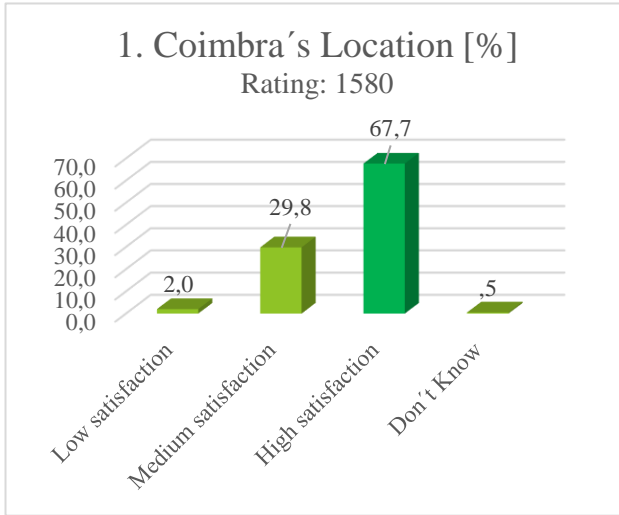


Figure 23 – Satisfaction Coimbra's Location

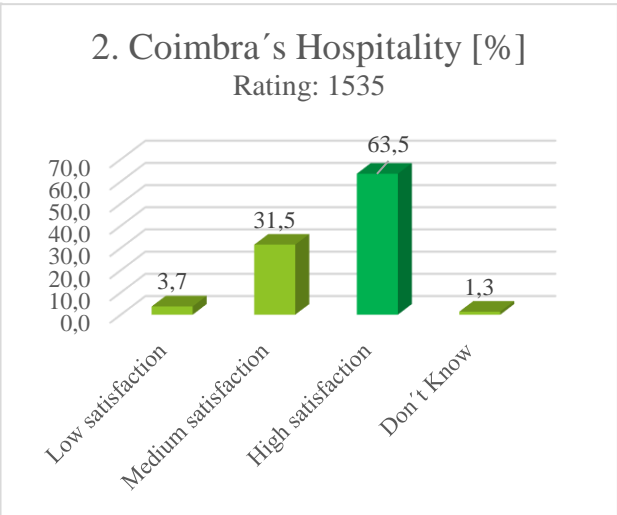


Figure 24 - Satisfaction Coimbra's Hospitality

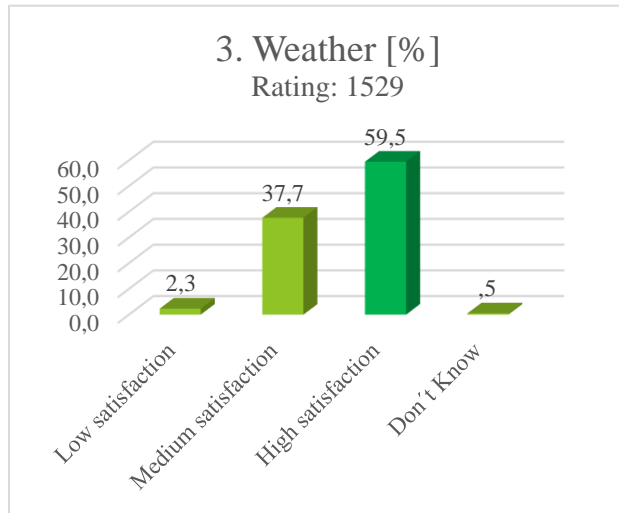


Figure 25 - Satisfaction Weather

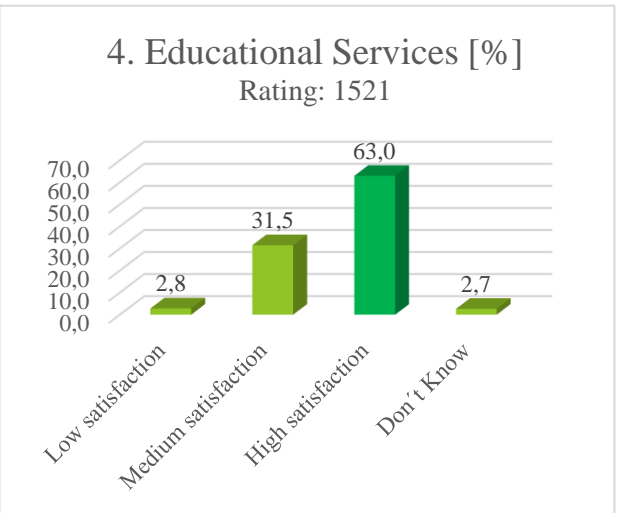


Figure 26 – Satisfaction Educational Services

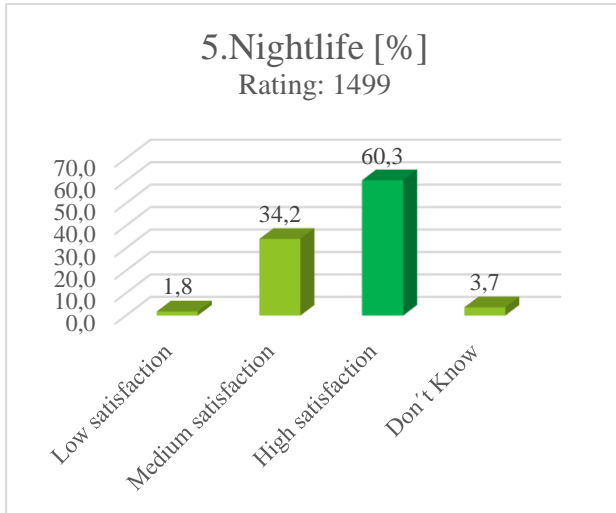


Figure 27 – Satisfaction Nightlife

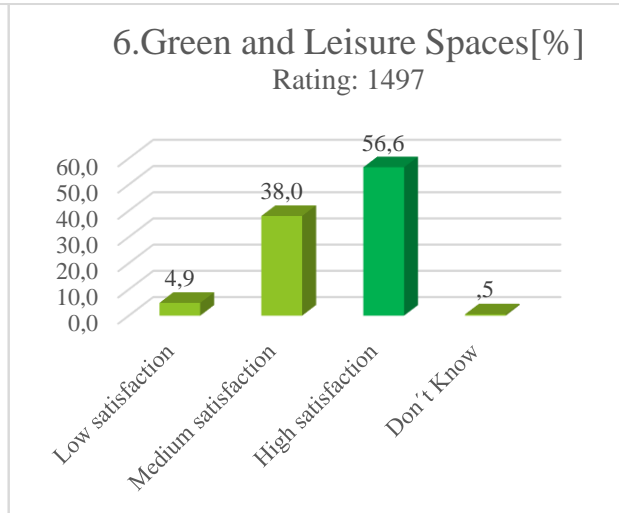


Figure 28 – Satisfaction Green and Leisure Spaces

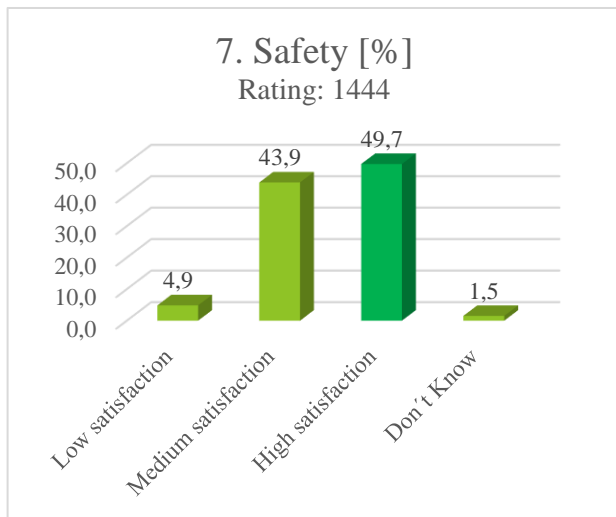


Figure 29 – Satisfaction Safety

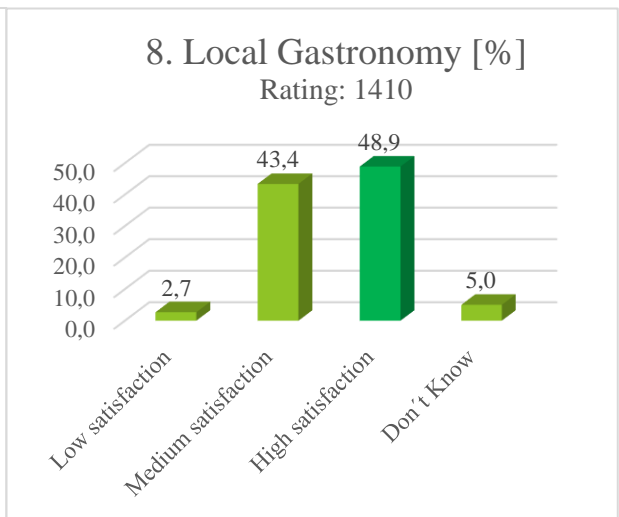


Figure 30 – Satisfaction Local Gastronomy

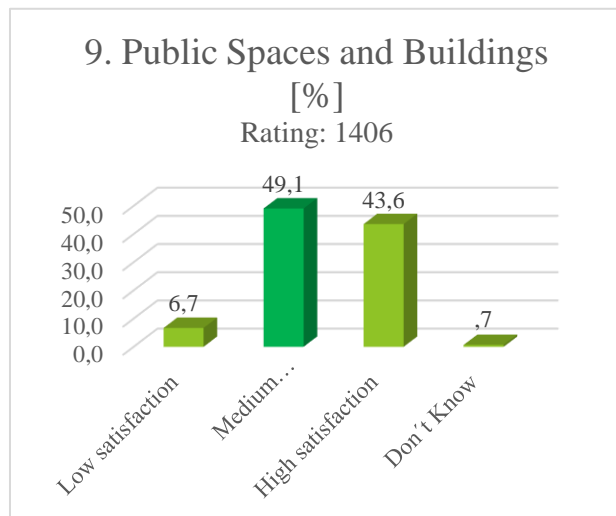


Figure 31 - Satisfaction Public Spaces and Buildings

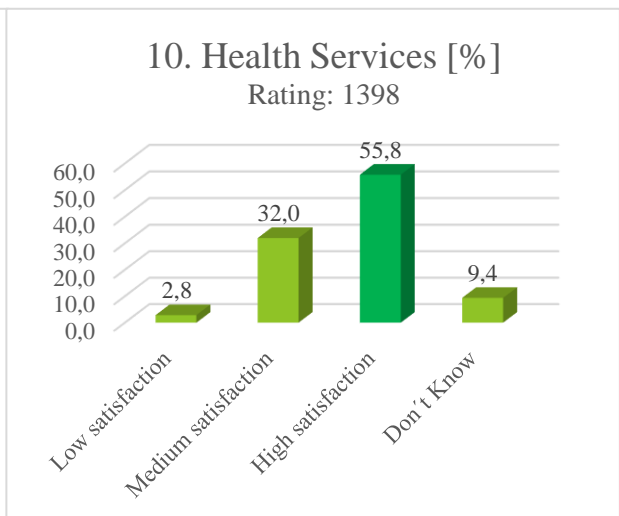


Figure 32 – Satisfaction Health Services

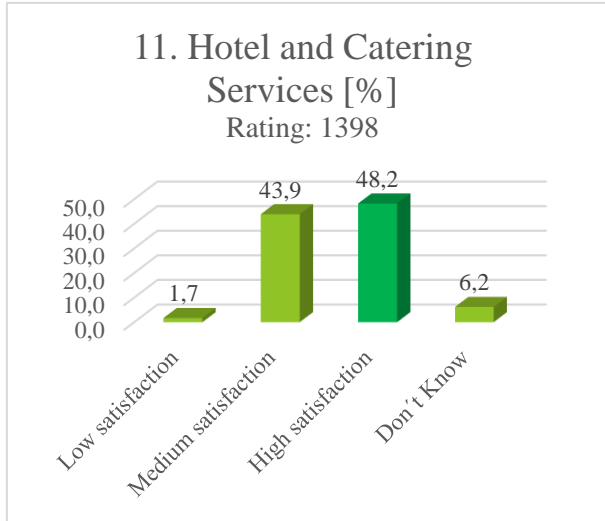


Figure 33 – Satisfaction Hotel and Catering Services

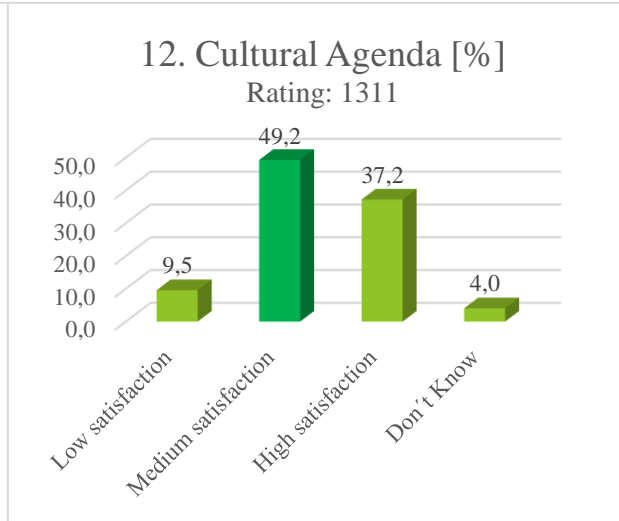


Figure 34 – Satisfaction Cultural Agenda

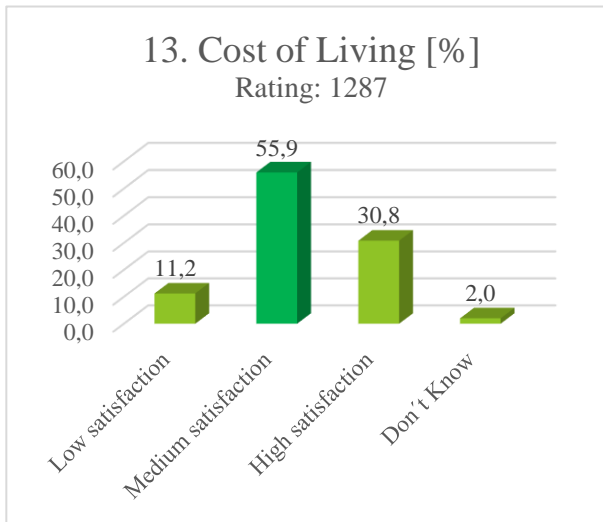


Figure 35 – Satisfaction Cost of Living



Figure 36 – Satisfaction Accessibility for Pedestrians

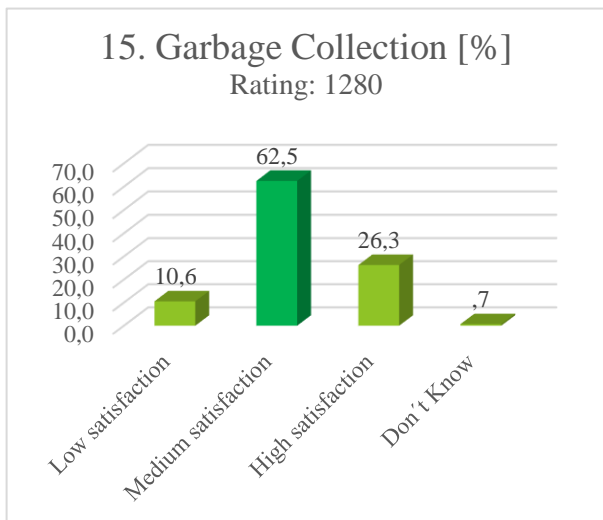


Figure 37 – Satisfaction Garbage Collection

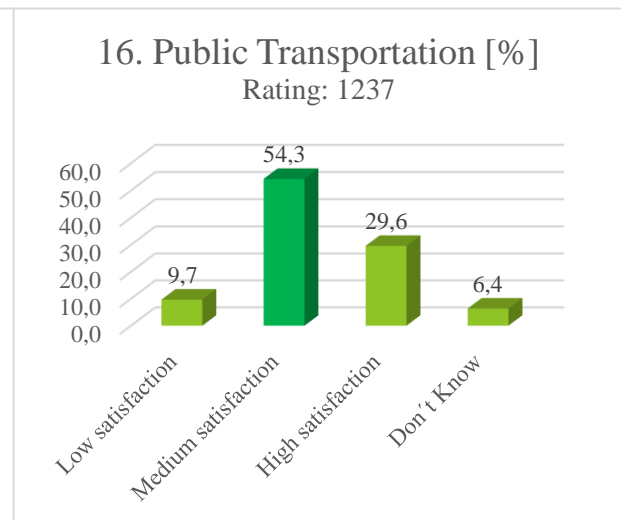


Figure 38 – Satisfaction Public Transportation

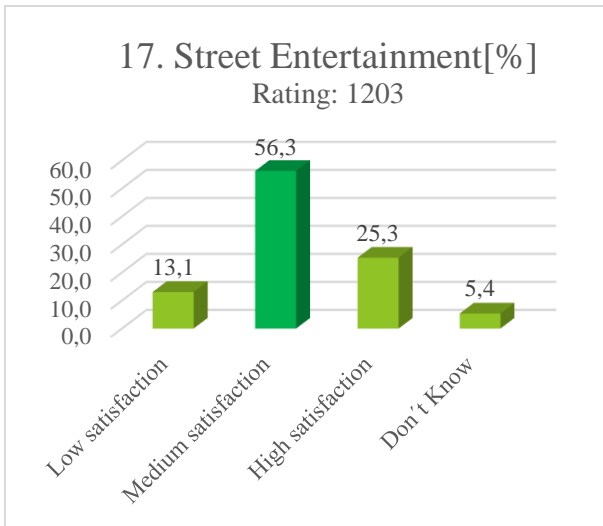


Figure 39 – Satisfaction Street Entertainment

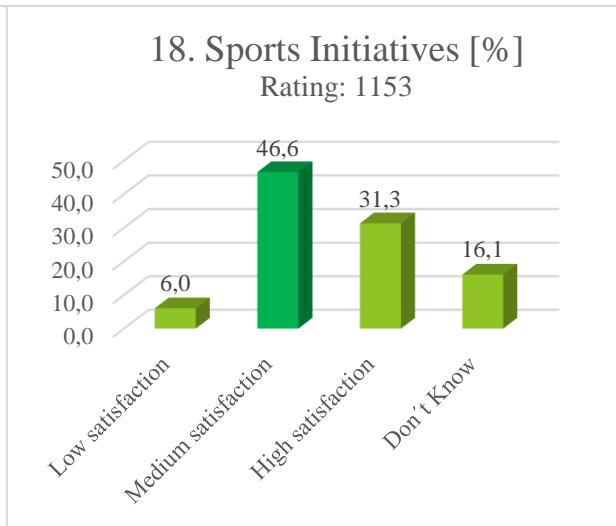


Figure 40 – Satisfaction Sports Initiatives

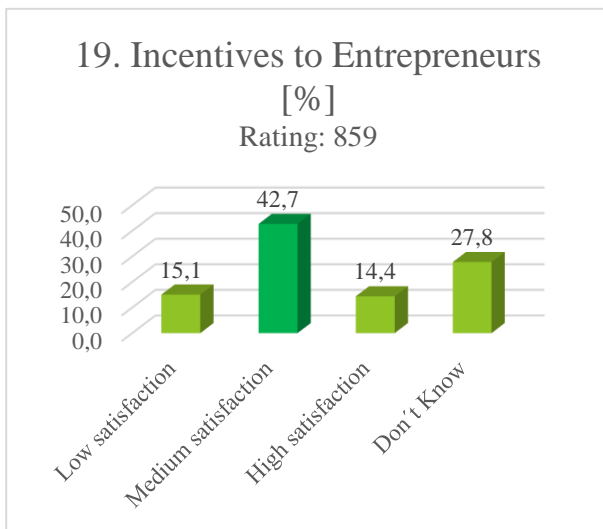


Figure 41 – Satisfaction Incentives to Entrepreneurs



Figure 42 – Satisfaction Job Offers

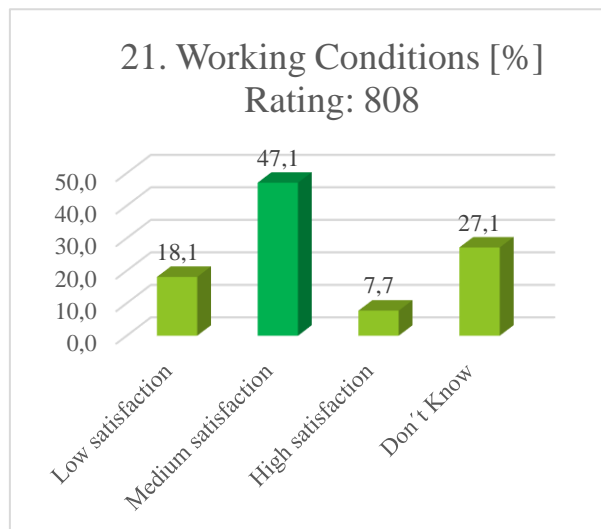


Figure 43 – Satisfaction Working Conditions

These figures suggest that factors like Coimbra's location, friendliness, education, nightlife, weather, green spaces, health, have more than 50% high satisfaction rates, and are well represented in our population's general opinion. However, Incentives to entrepreneurs, Work Conditions and Job Offers have a low rate of "high satisfaction" amongst people's perceptions, as seen in the figure below. In the case of Job offers, low satisfaction reaches a value of 38,9%, which is extremely alarming. We can argue that Coimbra might even have good job offers, but in this case and for this sample, the available jobs are not adequate, or the offers are not being disseminated in a proper manner. In both cases, we might say that something is not working quite right and there is a lot to improve in that matter. Nevertheless, on average, it seems that the respondents have a medium level of satisfaction towards every item presented and rated.

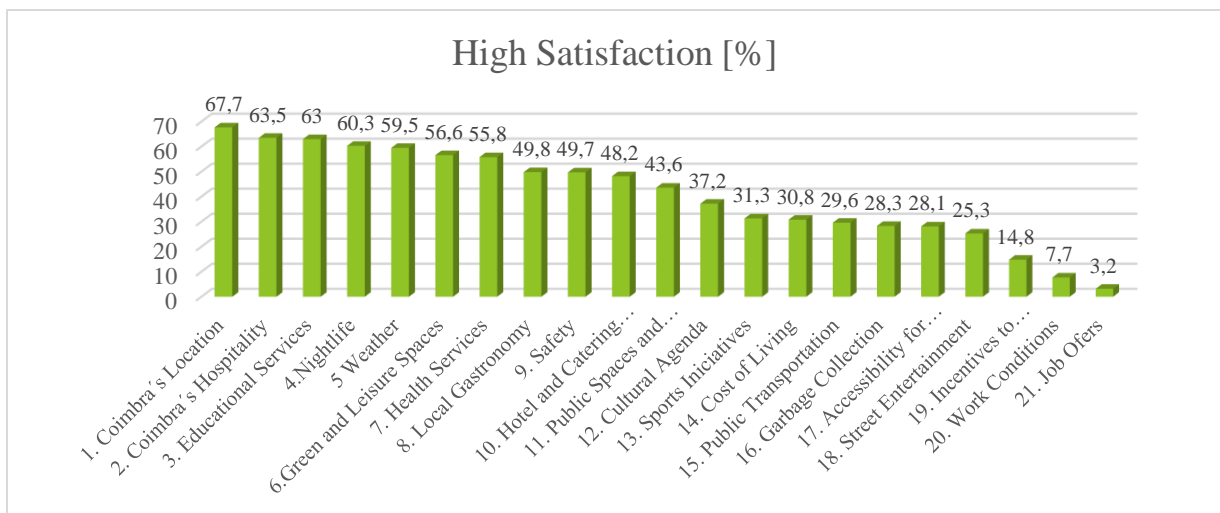


Figure 44 – High Satisfaction

To complement this information, we also asked if people knew of any initiatives developed by the city of Coimbra, aimed at young entrepreneurs or young graduates. As shown in the figure below, 86,6% of the respondents answered No, not being aware of any initiatives, which brings me back to the first chapter. Measures might exist, the problem is that people are not aware of them.

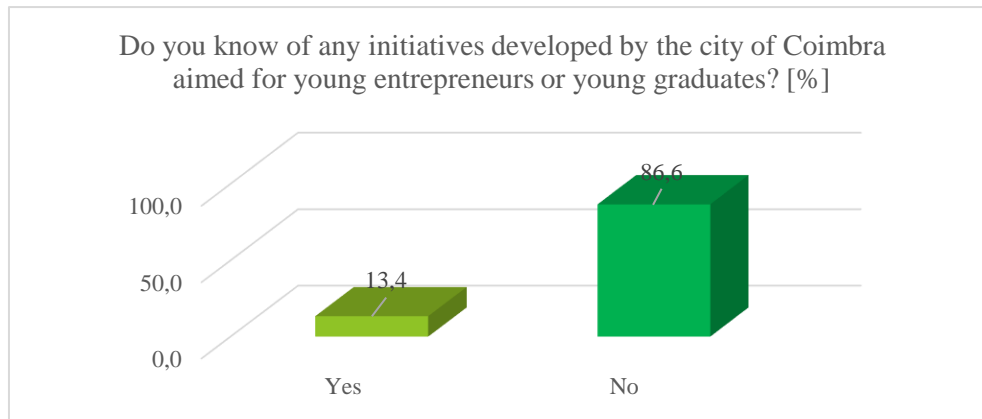


Figure 45 – Perception of Initiatives

I have already mentioned, in the second chapter, that millennials are used to interact with technology. They were born with it so it is much easier for them to do so, than it is for their Boomer parents. But what do these Gen Y’ers think about themselves and older people? The answers to this question are shown below.

As we can see, an overwhelming 73,3% considers that they are very well prepared to handle technology. In contrast, only 6,5% of the respondents believe that older people are very well prepared to deal with technology.

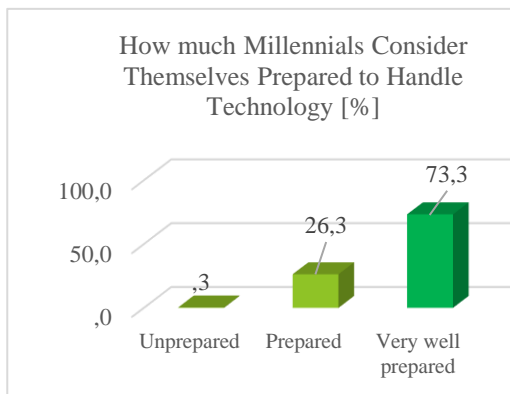


Figure 46 – Millennials with Technology

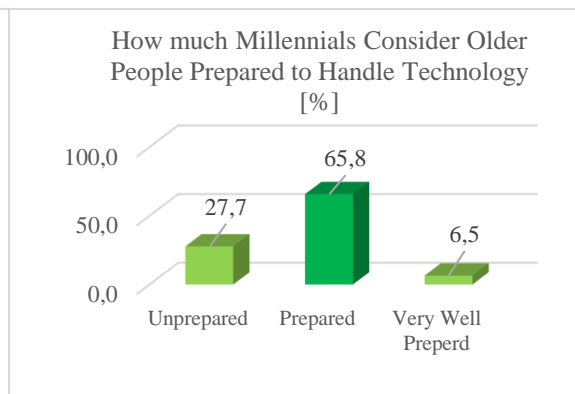


Figure 47 – Older People with Technology

Obviously, this is just a representation, but it is interesting to notice that young people consider themselves much more prepared to interact with technologies than older people.

In the same section, we asked this group how they communicate most with their friends and co-workers. In terms of frequent ways of communication, the participants in this survey allegedly connect with friends more often through Mobile Text, Social Networks and Face to Face as seen on figure 48. To communicate with co-workers, apparently, face

Generation Y - an analysis of millennials' skills, perceptions, values and expectations against the promise(s) of the Gen-Y City project

to face talking and Telephone calls are the most given answers as we can see on figure 49.

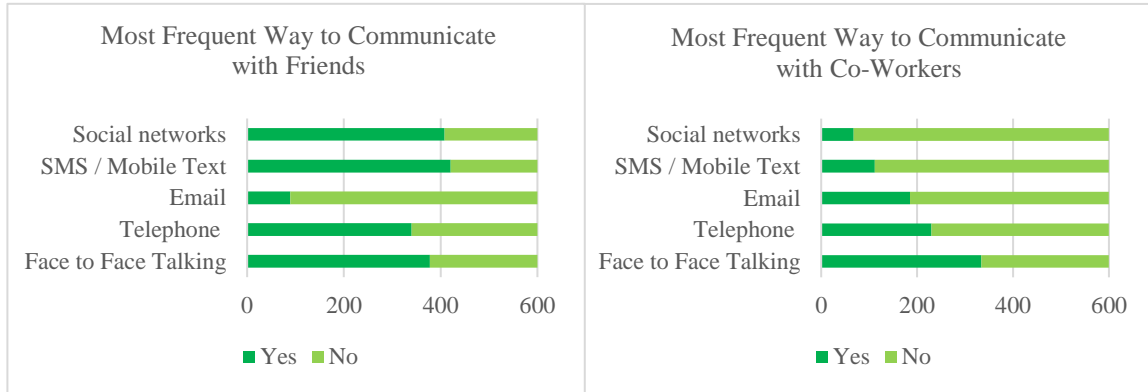


Figure 48 - Communication with Friends

Figure 49- Communication with Co-workers

Moving on to Work and personal aspects, we started by asking people where they lived, and the answers were as follow:

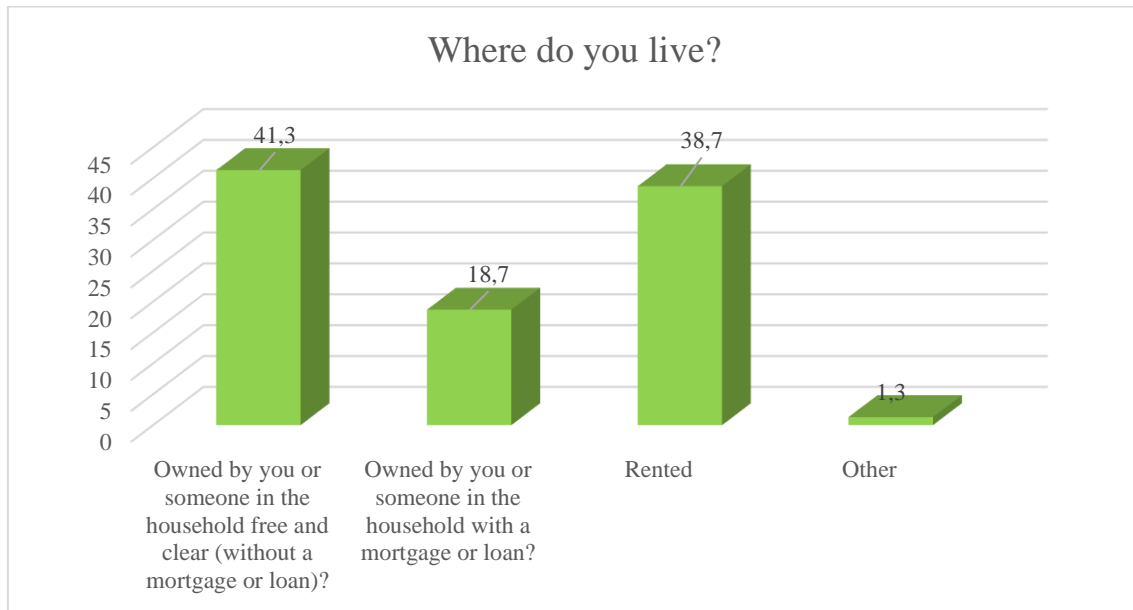


Figure 50 - Where Millennials live?

By analysing this figure, we realise that 41,3% lives in a house owned by themselves or by someone in the household, without the necessity of paying a mortgage or loan; 38,7%, live in a rented house and 18,7% live in a house owned by themselves or someone in the household with the necessity of paying a mortgage or a loan. These are interesting numbers. The assumption we make is that the majority of this group does not have an obligation or a commitment to paying a house in the long term. However, looking back,

the response options that we have provided might not have been the most appropriate. Having the means to draw a conclusion like the one made above is important, but it would also be interesting to know how many people still live with their families. In chapter two I have stated that, seemingly, this generation tends to live with their parents until an older age in order to have a greater financial stability. In these categories of response, we cannot make that conclusion, since two of those items included the terms “themselves” or “someone else”. We needed to distinguish those two. So, in my opinion, for the next time, for the question “*where do you live?*”, the response alternatives should be as follow:

- In my own Property;
- Rented Accommodation;
- With Family;
- Other (please specify);

In terms of Work and what this Generation values when looking for a job, we were able to obtain some interesting results. We applied a rating system that is similar to the one used when assessing the sample’s general satisfaction regarding some of Coimbra’s attributes.

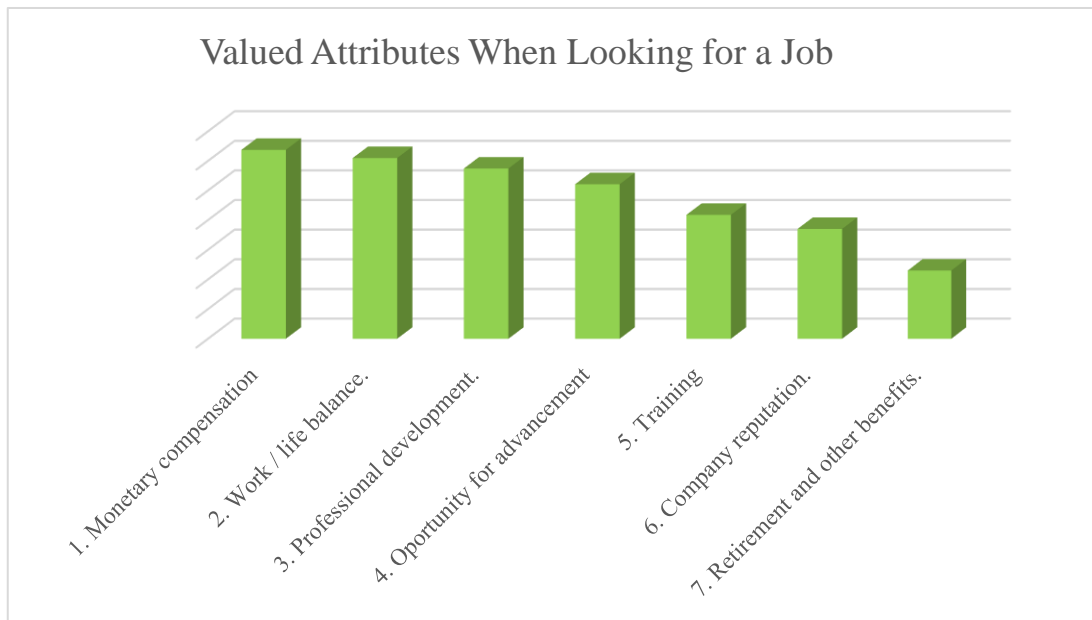


Figure 51 - Valued Attributes When Looking for a Job

We asked people to rank, on a scale from 1 to 7, the items above. As expected, monetary compensation was the most valued attribute based on our rating system. However, Work / Life balance, Professional development and opportunities for advancement in a company are also valued. This confirms the fact, at least for these 600 people, that despite

the value Generation Y gives to money, as previous generations have equally done, they also appreciate other important attributes in their workplace.

Right now, people in general are more or less satisfied (53,4%) with the time they spend working versus personal time, as shown below. However, 26,1% is not satisfied at all. This result could instigate a future change.

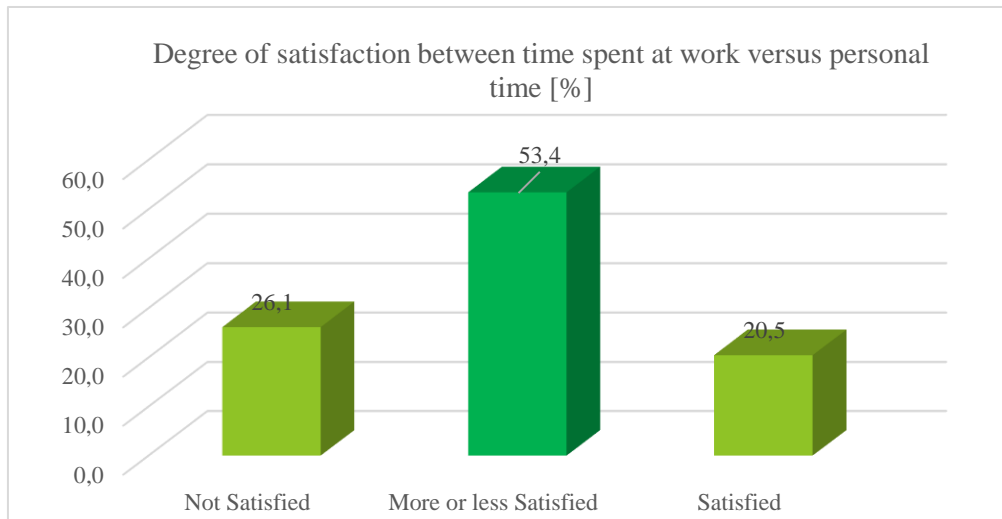


Figure 52 - Work Vs Personal Time

So, what would happen if we asked people to give up their personal time in order to have more compensation at work? What we have discovered is that 45,7% of this population would probably be willing to give up more of their personal time to obtain a greater monetary compensation, as shown in the figure below.

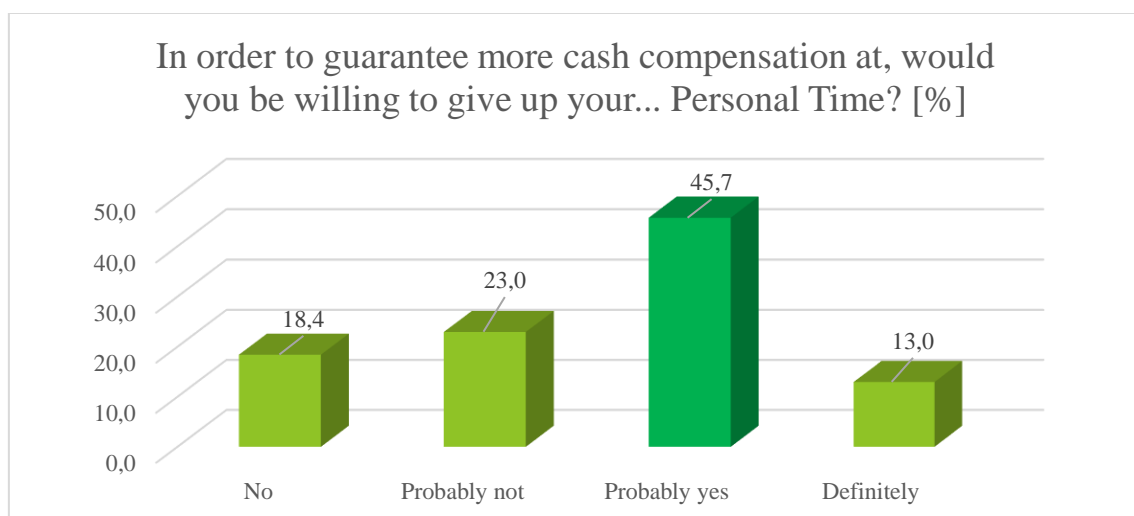


Figure 53 - Money Vs Personal Time

However, if we trade personal time for family time, the answers change drastically.

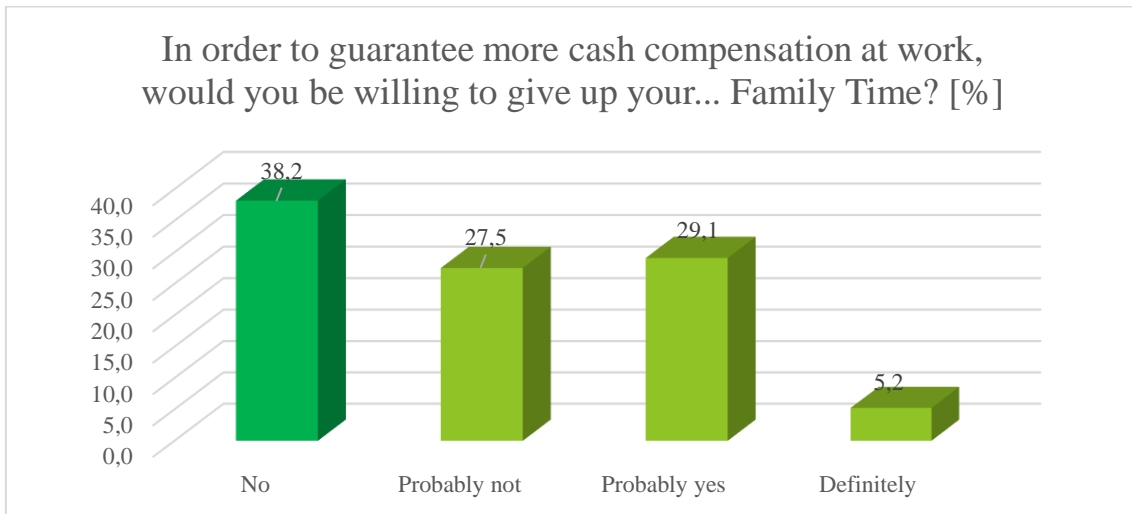


Figure 54 - Money Vs Family Time

In this case, the “No’s” increase almost by 20%. We also observed a rise in the “probably Not” answers, and the “Probably Yes” and “Definitely” items’ responses decreased when participants were confronted with this question.

If we replace Compensation with Opportunities at work, the results change again, as we can see below. This indicated how important other factors, beside money, are for personal satisfaction.

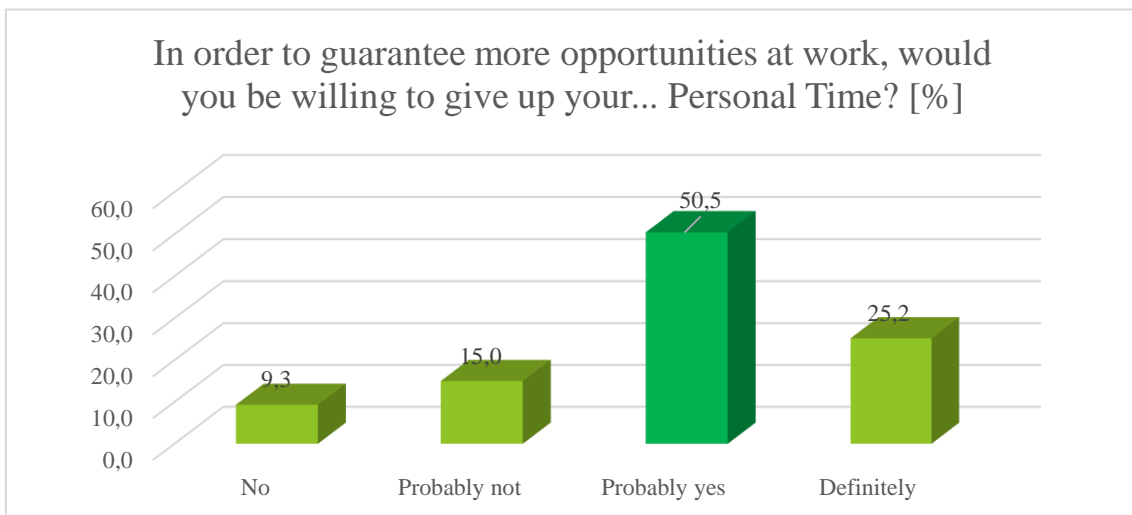


Figure 55 - Opportunities Vs Personal Time

The results are quite similar to the ones depicted in Figure 53. By pairing, in this case, Opportunities at work with Family, the willingness to renounce to that family time drops significantly.

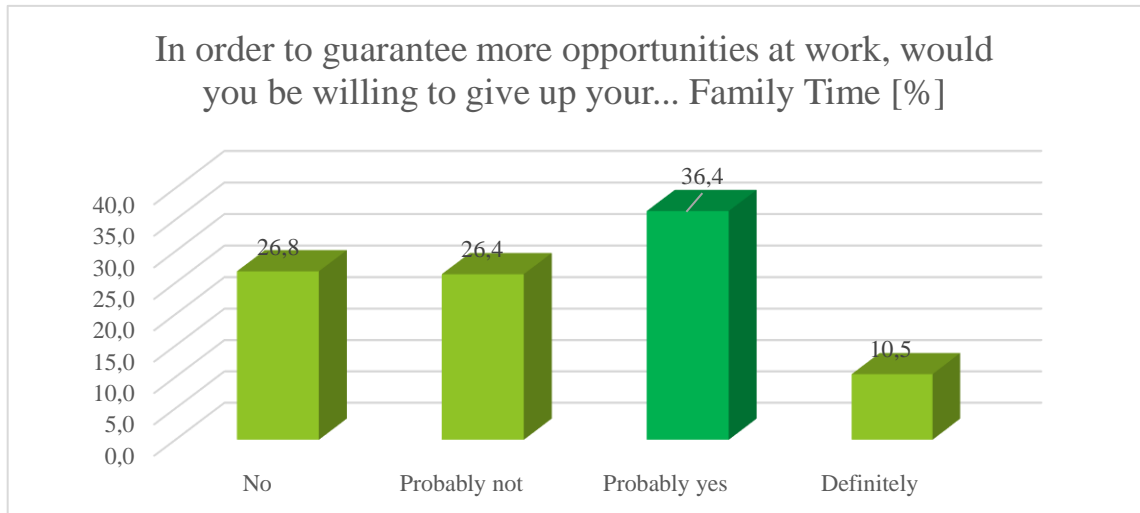


Figure 56 - Opportunities Vs Family Time

By putting Family at the centre of the question, it seems that most millennials in this study are reluctant to abide from spending time with them. This did not seem odd since 94,7% of our respondents categorise the relationship with their families as very important.

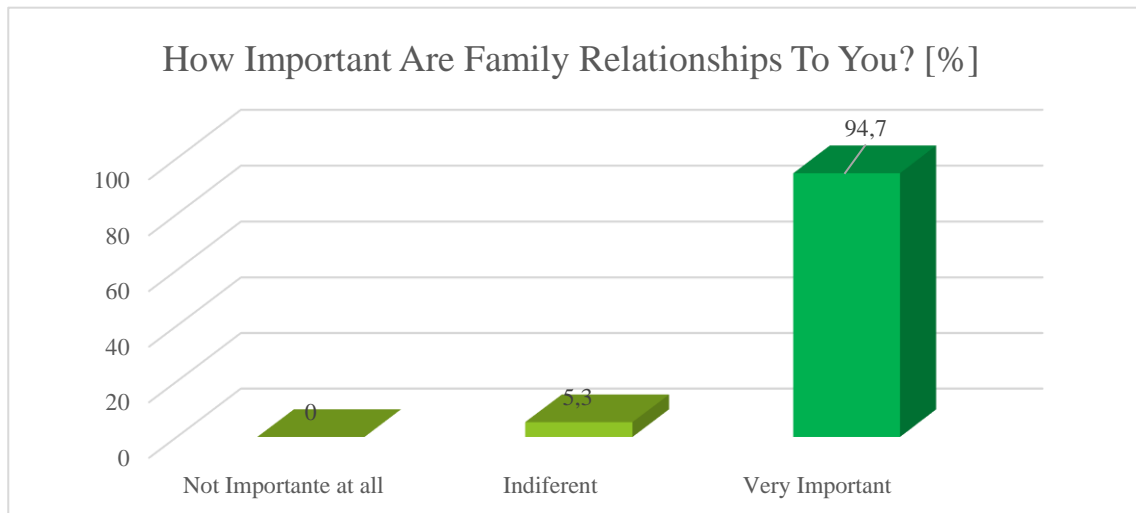


Figure 57 - Family Relationship

These results cast some doubts on the flexibility that characterizes this generation, at least for our 600 respondents. These doubts intensified when we asked them to imagine where they would be living in five years. The results are as follow.

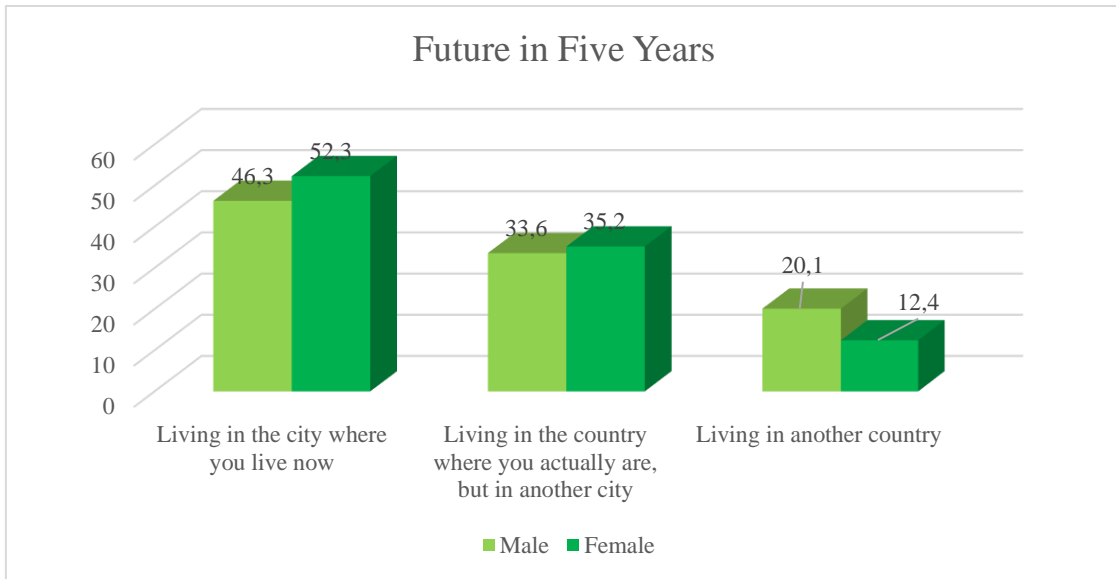


Figure 58 - Imagined Future in Five Years

Most of the respondents believe that in five years they will be living in the same city where they live now (52,3% of females and 46,3% of males). Others said that they will be living in another city, but in the same country where they are now (35,2% of females and 33,6% of males). And last but not least, only 20,1% of males and 12,4% of females said that, in the future, they will be living in another country.

At first glance, it is interesting to note that males are more willing to go abroad than females. Nevertheless, the reader might be thinking that, based on these results, the Generation appears not to be as flexible as I previously described at the beginning of this report. Fear not. Even though most people imagine themselves living in the same place in five years, we are talking about a hypothetical situation. For this case, I find the total amount of people that imagine themselves living in other places very significant. It is about possibilities and future, nothing is certain, and they might change their minds. It strikes me that, for this conjectural scenario, a total of 15,2% of respondents answered that they “imagine” themselves living in another country in five years even though the majority of our sample mentioned a close relationship with their families, which might influence decisions about the future.

4.4 Wolverhampton – Interviews

Now I will share some of the information I have gathered throughout the two interviews that I have conducted. Since I did not have much time to analyse them, I am

only going to present some key ideas, in the third person, concerning some topics I find important. But firstly, and as I have previously stated, the interviews had two different main goals. The first one, with a younger person working in the creative sector and member of the so-called Generation Y, had the aim of understanding the perspective and life course of a millennial working in the creative / technical industry.

The second interview was held by telephone, with a key decision maker in Wolverhampton and Councillor for the past 20 years. I intended to discover the points of view and perspectives of that person, who had a career also in engineering, about the City of Wolverhampton and its younger Generation.

A second goal of these interviews was to try and understand a bit more about this City, as I did not know much about it. To know its strengths and weaknesses, if you will. Working in a new environment and a City that has a different dynamic from the one you are used to can be a challenge. When you are trying to pitch in on what should be done differently, you better know what you are talking about. So, every piece of information and insights are highly valued. I did not limit myself to the information acquired during these interviews, I have also talked to several colleagues at the Council and attended multiple meetings. And just as I was starting to understand the City, it was time to go home. But I digress, I did collect some important pieces of information, even though it was not in the best of possible ways. In first interview, the atmosphere and the surrounding environment were not ideal, and the interviewee rambled a lot through the questions. During the second one, it would have gone better if it had been face to face, and if the person in question had more time to dispense. Nevertheless, we have to adapt to the circumstances when we are doing this kind of work and you have to use the time other people can give you to the best of your abilities.

4.4.1 First Interview

The first interviewee was born in Telford in 1981, and has been living in Wolverhampton for the past 10 years. He completed an education in Theatre Studies along with Media and English, and then went to work for his father on a building site for a number of years. He returned to College to complete a degree in Journalism at the University of Southampton, but moved back home after a year because of the high cost of living. He eventually got his degree in Journalism at Wolverhampton University. He worked as a

football journalist for a while. Afterwards, he went to work for a marketing company and eventually landed into the career he currently has, in the tech/creative industries business.

We dialogued about that particular sector for a while. In the interviewee's opinion, the creative / digital business is arguably the most exciting sector to work in. It is a fun company and has plenty of opportunities for young people. By integrating this area, they can also enjoy a swifter career progression. In order for that to happen, however, one must think out of the box, be creative and be willing to take some risks.

When asked about what the City of Wolverhampton lacked, the answer was a bit unreliable. He recognized that one of the main challenges was to try and create an identity for Wolverhampton, and that people did not have the right vision for the City. However, he did not want to affront Wolverhampton's image. Even though a lot happens in Wolverhampton, a lot can be improved as well. I was not given the specific details, but when I asked if talent retention could be one of the areas that could be upgraded, the answer was yes. In his opinion, it is important to firstly discover what kind of skills a person has. A lot of youngsters do not know what they want to do in the future (the interviewee himself was a football journalist). So, in his opinion, proper training is fundamental, and educators and people in positions of power have the responsibility of guiding young people into the suitable careers. So as to retain the talent that comes, for instance, from the University of Wolverhampton, it is fundamental to improve the available job offers.

I also inquired him about what, besides cost of living, would be an important quality in making a City attractive to live in. His answer surprised me – a city, in his opinion, should be friendlier towards families in terms of events, restaurants, parks and things to do. Wolverhampton does not have this characteristic. That is why he never goes there with his family.

This is important to know because since that he is married and has constituted a family, his routines and activities shifted towards his family. When I asked him about what he did value in terms of activities when he was younger and unmarried, his response was totally different. He really enjoyed, in Wolverhampton, concerts given by unknown bands. Arctic Monkeys, Coldplay and Snow Patrol were examples the interviewee mentioned, and that played in Wolverhampton prior their status of fame. He also mentioned that Wolverhampton had an identity back then. Also, the city was the home to very good rock and roll bands, but this eventually faded away.

When asked about what could attract a company to move into Wolverhampton, the interviewee believes that the prognosis is not so good. Nevertheless, a positive aspect of Wolverhampton is the relatively low cost of living. In this person's opinion, it would greatly depend on the type of businesses. Wolverhampton has good University, which is excellent for constructing a talent base. The City also has one of the biggest car companies in the world (Jaguar Land Rover). However, he would say that most of the tech or creative companies in Wolverhampton have been born in Wolverhampton, because even though they have some prominent companies and the University, they are not an incredible breeding ground for talent. Furthermore, the City is not good at promoting themselves to the exterior.

To conclude this interview, I questioned where he would imagine himself in 5 years' time. He did not know, but obviously he intends to stay in Wolverhampton and become more involved with local projects in order to undertake something that would have a massive social impact on Wolverhampton and the West Midlands.

4.4.2 Second Interview

The second interviewee was born in Wolverhampton in 1959, lived there all his life, and enjoyed a vast education. He completed an apprenticeship as an electrician and then worked for British Rail, Virgin Trains. Afterwards, he pursued a post-graduate course through the BSC Open University in Social Economics. He is also a Councillor in Wolverhampton.

His interest in politics started when he was young, as his father was also a councillor, but in a different town. He began to manifest interest in what was going on in his local community. He was approached in 1987, being asked if he would stand to be a local councillor in the area he lived in.

He agreed to have his name put forward, never really thinking that he was going to win on that occasion, but he was elected and spent eight years representing the very area he was settled in. He resides in an area in Wolverhampton called Fallings Park, a nice part of the city. He lost an election later on and spent a couple of years away from politics. After a while, he returned and represented another part of the city named Tettenhall Regis, which is a slightly more affluent area when compared to the one he lives in. He has been

a Councillor for Tettenhall Regis since 2000, which all together adds up to 25 years of service as being a councillor. In 2008, he was fortunate enough to have the opportunity to become the deputy leader of the Council and spent 18 months working as such (an executive role of what the council is in terms of decision making).

He was also the Mayor of Wolverhampton for one year. The role of Mayor for the city of Wolverhampton is not a directly elected position, but is instead nominated by the elected Councillors. He has always been interested in what the mayor, in his mayoral role, does, particularly when it comes to promoting the city and community cohesion.

While talking about Wolverhampton and what it needs in order to become a more vibrant and attractive City, he told me that he finds Wolverhampton a wonderful city with very approachable inhabitants. In Wolverhampton, you can virtually walk anywhere and nine times out of ten people are friendly and receptive. However, it is a city that is divided, in his opinion, as there are people who do pretty well for themselves, but there are also areas where there is considerable deprivation. There are certain parts of the city where, although people are fortunate to be working, they tend to hold lower paid jobs, while not necessarily receiving all the benefits of economic improvements that occur. This is a well-established fact and goes back to Wolverhampton's significantly industrial-based heritage, which is still visible around the city. The inequalities are quite stark in some ways, in terms of how it affects people's life expectancies, or health, opportunities to get involved in education, and there is a very strict division between wealthier individuals and those who are not doing very well. In his opinion, Wolverhampton needs to address these existing inequalities more.

So, he believes that there is a lot that needs to be done in terms of equalities and there are some actions being taken, but still not enough. Employments figures have improved recently but Wolverhampton is still, on a national average, not doing as well as some other areas of the Country.

In terms of the City's strengths, in the subject's opinion, Wolverhampton disposes of quite some knowledge, a workforce which is very adaptable and, when given the opportunity, is able to change. Also, he finds that the City has capable people who want to see their town re-generate and want to have better railway-links, as this benefits everybody. Another one of their strengths is that they have a good sense of humour and a strong sense of community.

They are fortunate to have organisations in the City that merge various religious and non-religious groups, and do not tend to suffer some of the more serious issues in the community.

Talking about the main challenges for Wolverhampton in retaining and attracting those young people, he considers that the City has created a small number of high-end jobs. Locals never get bored of talking about the success of Jaguar Land Rover, which gives young people the opportunity of having well paid jobs, and there is a progression path which takes them up to the other end of the scale. They have also created a fair number of jobs at the lower end of the scale too. But Wolverhampton needs to create better opportunities for these people to move higher.

As a City, Wolverhampton needs to be able to sell itself better. In order to accomplish this, the City needs an economic strategy, built into a very good communication strategy.

I have also talked to this person about what advice we would give to younger people, and one of the things that he has been keen on supporting is the STEAM initiative. He has had a good career in engineering and has done well. So, in his line of work he usually has a lot of school children coming in, often asking them what they want to be when they grow up. In his opinion, a lot of influence is exerted by their parents. He had a lot of them saying that they wanted to be Doctors, Nurses, Firemen or Footballers. Which is great, however, very few would say that they would want to be an engineer. The perception is that engineering is an unpleasant job and that it requires to be in a big factory with lots of noise and dirt. However, that is not the reality these days. In the real world, he has worked with computers on board of trains that were used for controlling, for instance, breaks. These programs have to be designed or fixed, so, it is not dirty work. In fact, he finds it to be is very clever work. He argues that a better message has to be passed along about what STEAM careers actually involve. Also, they need to have people with engineering backgrounds go into schools and colleges, meeting up with children and the students there, in order to convey the correct picture about this line of work.

One other issue for the councillor was related to communication. Probably, only 20% of the people know 10% of what is going on in Wolverhampton. For instance, they have organized fun days in the summer for children, and he discovered that people did not know of what was going on. It may have been that there was some advert in the paper, but these people often do not have or read the paper. Now we have Facebook, Twitter and

social media, so, in his opinion, they need to use those platforms more often. The Council needs to ensure that they are using the right sort of media, to target different groups.

To finish the interview, I asked the Councillor which should be Wolverhampton's priorities for the next ten years. He replied that they certainly need to address some equality issues. A different approach is needed to deal with this matter, because they are in danger of leaving people behind, so, they need to make sure that their policies prevent that.

They also need to warrant that they are creating the right sort of environment that brings investment to the City. That also generates a situation where people want to live in the City and stay there, as opposed to live in other places and then commuting to Wolverhampton.

Also, he considers that they need to be looking at new innovative industries such as electric cars and solar energy, for instance. That is the future, and not looking back on the past, 'the heavy bashing', which they have always been known for. That will not be around in 20 years' time.

Final considerations

Final Considerations

There is not much left to be said. I have already given all the criticism in my first chapter. I did find these experiences quite instructive in regards to the world of work and especially to the public sector. It is a sector where one struggles to get things done and his or her input to be valued, especially because of the absurd amount of bureaucracy one must confront. This factor it is not appreciated by Generation Y, who will dominate the world of work in a couple of years. Nevertheless, I did enjoy my experience in both Cities. In Coimbra, more for the work I have developed and the Transnational Meeting of the Gen Y City Project. In Wolverhampton for the dynamic, friendliness and involvement in and outside of the workplace.

I also want to state that I did not have the time to develop everything I had planned. In Coimbra, what was asked and expected of us was straightforward sociological work and that we were able to manage well. In Wolverhampton, it was more complicated due to the multitude of interdisciplinary activities. It was much more challenging and captivating. However, when you are doing some of the work I have done, you also need to have time to develop ties with people that are able to open some doors to facilitate your work. The survey is one example. These Gatekeepers were not easy to convince to give you access, especially when you are a trainee. I guess it is the same in Coimbra, but there, I did not need other people to help me with my job. We already had the access we needed to spread the survey.

At this point and in regards to the results gathered for this report, I would like to add that due to the lack of time I could not advance further conclusions that could have resulted from the survey in Coimbra and the interviews in Wolverhampton. The time to study, absorb and understand, to its fullest, all the information gathered was limited. I learned a lot more about the Net Generation while doing my readings, but I did not confront my findings in a proper way with the studied theory due to that lack of time. In the survey, I opted for a mere description of the main results. As for the interviews, as I have said in the beginning, I went with a simple summary of the main conclusions. Even though these methods might not have been the most appropriate, and despite of all of the problems encountered, I did learn and understand a lot more about the Net Generation and its values. That being said, I also learned more about a different City and culture, something

I highly value. That learning process too caused me to become more efficient in my work and in other tasks that I have carried out during my short stay.

In conclusion, I was not able to complete all of the activities in Wolverhampton. The Hackathon, scheduled for November, is an event that I do not want to miss, and I intend to be present. As for the survey, I am still working with the City Council and am trying to find a viable way of disseminating, once again, the questionnaire through the University. Let us just hope that we might develop the right contacts and are able to find a person that is helpful enough.

Bibliography

- Correia, A., Montez, R., & Silva, G. R. (2016, September 23). *Millennials: A geração que vem revolucionar o capitalismo* . Retrieved from Visão:
<http://visao.sapo.pt/actualidade/sociedade/2016-09-23-Millennials-A-geracao-que-vem-revolucionar-o-capitalismo>
- Britten, N. (2009, December 31). *Wolverhampton voted fifth worst city in the world*. Retrieved from The Telegraph:
<http://www.telegraph.co.uk/news/uknews/6911628/Wolverhampton-voted-fifth-worst-city-in-the-world.html>
- Câmara Municipal de Coimbra. (2007, September 17). *Gabinete de Apoio ao Investidor*. Retrieved from CM Coimbra: <https://www.cm-coimbra.pt/index.php/areas-de-intervencao/economia/gabinete-de-apoio-ao-investidor>
- Câmara Municipal de Coimbra. (2016). *PEDU - Plano Estratégico de Desenvolvimento Urbano* . Coimbra: Câmara Municipal de Coimbra.
- Câmara Municipal de Coimbra. (2017, May 17). *file - Coimbra Investe*. Retrieved from CM Coimbra: <https://www.coimbra.pt/index.php/servicos/documentacao-geral/menu-area-de-ficheiros/editais/editais-2017/10178-26-edital-26-2017/file>
- Câmara Municipal de Coimbra. (2017, May 17). *koni160-20170518091430 - file*. Retrieved from CM Coimbra:
<https://www.coimbra.pt/index.php/servicos/documentacao-geral/menu-area-de-ficheiros/editais/editais-2017/10178-26-edital-26-2017/file>
- Câmara Municipal de Coimbra. (n.d.). *file: Grandes opções do plano e orçamento* . Retrieved from CM Coimbra: <https://www.cm-coimbra.pt/index.php/servicos/documentacao-geral/menu-area-de-ficheiros/plano-orcamento-e-contas/documentos-previsionais/grandes-opcoes-do-plano-e-orcamento/2016-6/9072-gop-e-orcamento-para-2016/file>
- Carvalho, A. (2017, May 31). *Millennials. São forretas mas não poupam em comida e café*. Retrieved from ionline: <https://ionline.sapo.pt/565818>

- Comissão de Coordenação e Desenvolvimento Regional do Centro. (2013). *Crer 2020 - Competividade Responsável, Estruturante e Resiliente*.
- Comissão de Coordenação e Desenvolvimento Regional do Centro. (2014). *Programa Operacional Regional do Centro 2014-2020*.
- Comissão de Coordenação e Desenvolvimento Regional do Centro. (2014). *RIS3 do Centro de Portugal: Estratégia de Investigação e Inovação para uma Especialização Inteligente*.
- Comunidade Intermunicipal da Região de Coimbra. (2014, April). *CIM – Região de Coimbra | Estratégia 2020*. Retrieved from CIM – Região de Coimbra: http://cim-regiaodecoimbra.pt/wp-content/uploads/2016/02/RCoimbra_EIDT_v2.pdf
- Costa, A. M. (2017, June 22). *Três em cada quatro trabalhadores em 2025 serão millennials*. Retrieved from Jornal Económico: <http://www.jornaleconomico.sapo.pt/noticias/tres-em-cada-quatro-trabalhadores-em-2025-sera-millennials-174786>
- Espinoza, C., Ukleja, M., & Rusch, C. (2010). *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce*. New Jersey: John Wiley & Sons, Inc.
- Gen-Y City - Get into the swing of the City. (s.d.). *Application Form submitted to URBACT III (2014 - 2020)*.
- Hobart, B., & Sendek, H. (2014). *Gen Y Now: Millennials and the Evolution of Leadership*. San Francisco: Wiley.
- Jornal i. (2017, May 6). *Geração i. Ainda moram com os pais e gostam de lá estar*. Retrieved from ionline: <https://ionline.sapo.pt/557170>
- Office of National Statistics. (2016). *Labour Market Profile - Wolverhampton*. Retrieved from Nomis - Official Labour Market Statistics: <https://www.nomisweb.co.uk/reports/Imp/la/1946157192/report.aspx?town=wolverhampton#tabrespop>
- Oliveira, H. (2015, October 1). *Millennials: geração o quê mesmo?* Retrieved from Sapo: <http://24.sapo.pt/atualidade/artigos/millennials-geracao-o-que-mesmo>

- OutSystems. (2017). *How to Organize a Hackathon - Free Starter Kit*. Retrieved from The #1 Low-Code Platform for Digital Transformation | OutSystems: <https://www.outsystems.com/1/hackathon-kit/>
- Pearson, M. (2013). *The Little Book of the Black Country*. Stroud, Gloucestershire: The History Press.
- PwC. (2011). *Millennials at Work - Reshaping the Workplace*. [s.l.]: PwC.
- Rainer, T. S., & Rainer, J. W. (2011). *The Millennials: Connecting To America's Largest Generation*. Nashville, Tennessee: B&H Publishing Group.
- Romans, C. (2015, May 28). *Job interview? Beat the Millennial stereotype*. Retrieved from CNN Money: <http://money.cnn.com/2015/03/27/pf/millennial-stereotype-job-interview/index.html>
- Romans, C. (2015, May 28). *Rent vs. buy vs. live with mom and dad*. Retrieved from CNN Money: <http://money.cnn.com/2015/03/23/pf/millennials-parents-home-mortgage/index.html>
- Sennett, R. (2007). Política e Consumo. In R. Sennett, *A Cultura do Novo Capitalismo* (pp. 93-133). Lisboa: Relógio d'Água.
- Silicon Canal. (2016). *Greater-Birmingham-Tech-Ecosystem-Whitepaper*. Retrieved from Silicon Canal: <http://siliconcanal.co.uk/wp-content/uploads/2016/05/Greater-Birmingham-Tech-Ecosystem-Whitepaper.pdf>
- Sujansky, J. G., & Ferri-Reed, J. (2009). *Keeping up with the Millennials: Why Companies Are Losing Billions In Turnovers To This Generation - And What To Do About It*. New Jersey: John Wiley & Sons, Inc.
- Tapscott, D. (1996). *The Digital Economy: Promise and Peril in the Age of Networked Intelligence*. New York: McGraw-Hill.
- Tapscott, D. (1998). *Growing Up Digital: The Rise of the Net Generation*. New York: McGraw-Hill.
- Tapscott, D. (2009). *Grown Up Digital: How the Net Generation is Changing Your World*. New York: McGraw-Hill.

Universidade de Coimbra. (2016, March 21).

plano_estrategico_UC20152019_vpublica_web.pdf. Retrieved from UC:
http://www.uc.pt/planeamento/2015_2019_ficheiros/plano_estrategico_UC20152019_vpublica_web.pdf

URBACT. (2015). *URBACT Baseline Study Guide*.

URBACT. (2015, September 15). *URBACT NETWORK: Gen-Y City - Developing, attracting & retaining Gen-Y 'creative tech' talent in European cities*. Retrieved from Urbact.eu: <http://urbact.eu/gen-y-city>

URBACT. (2016, August 1). *Communication Strategy for Gen-Y City Project - communication_strategy_gen-y_city.pdf*. Retrieved from Urbact.eu:
http://urbact.eu/sites/default/files/media/communication_strategy_gen-y_city

URBACT. (2016, June 9). *geny_city_state_of_the_art_v10.pdf*. Retrieved from Urbact.eu: http://urbact.eu/sites/default/files/geny_city_state_of_the_art_v10.pdf

Weber, M. (2005). *Três Tipos de Poder e outros escritos*. Lisboa: Tribuna.

Appendix I – Survey Coimbra



Secção A: Por favor diga-nos algo sobre si:

A1. Sexo

Feminino

Masculino

A2. Ano de Nascimento?

1980

1981

1982

1983

1984

1985

1986

1987

1988

1989

1990

1991

1992

1993

1994

1995

1996

1997

A3. Nasceu no Concelho de Coimbra?

Sim

Não



A4. Ao longo da sua vida, morou no concelho de Coimbra ...

- Nunca morei (escolha esta opção mesmo que tenha morado por um período inferior a 6 meses)
- Menos de 5 anos
- Entre 5 a 10 anos
- Mais de 10, mas menos de 20 anos
- Mais de 20 anos mas não toda a minha vida
- Sempre (escolha esta opção ainda que pontualmente tenha vivido fora por um período inferior a 6 meses)

A5. Atualmente, reside no concelho de Coimbra?

- Sim
- Não

A6. Qual ou quais destas circunstâncias se aplica(m) a si?

- Nunca tive qualquer ligação à cidade de Coimbra
- Estudei/estudo em Coimbra mas nunca morei no concelho;
- Trabalhei/trabalho em Coimbra mas nunca morei no concelho;
- Praticamente só morei/estou a morar em Coimbra para frequentar o ensino superior;
- Trabalhei/trabalho em Coimbra morando ao mesmo tempo no concelho;
- Estudei/estudo em Coimbra morando ao mesmo tempo no concelho;
- Morei em Coimbra a maior parte da vida, mas saí para trabalhar/frequentar o ensino superior;
- Tenho morado em vários locais, mas Coimbra é o local onde morei mais tempo;



A11. Qual o estabelecimento?

A12. Qual o curso?

A13. Após concluir o curso que está a frequentar, quais as suas expetativas para o futuro em termos de emprego?

- Vou tentar criar o meu próprio emprego/negócio;
- Espero integrar os “quadros da função pública”;
- Espero trabalhar numa Organização Não Governamental;
- Trabalhar no setor Privado;
- Outro

Outro

A14. Atualmente está a trabalhar?

Sim

Não

A15. Se sim ... Trabalha em tempo integral ou tempo parcial?

Tempo Integral (inteiro)

Tempo Parcial



B6. Em média quantas vezes ao dia ...

	Verifica o Email?	Envia uma SMS?	Publica alguma coisa nas Redes Sociais?
Nenhuma;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1-5;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6-12;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13-20;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mais de 20;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B7. Como avalia o grau de conhecimento tecnológico das pessoas mais velhas? (0 significa Nada preparadas para lidar com as tecnologias e 10 significa Totalmente preparadas para lidar com as tecnologias)

0 1 2 3 4 5 6 7 8 9 10 NA

..

B8. Como avalia o grau de conhecimento tecnológico das pessoas mais velhas no seu local de trabalho?

0 Nenhum Conhecimento

10 Total Conhecimento

0 1 2 3 4 5 6 7 8 9 10 NA

..

Secção C: Trabalho e aspetos pessoais

[Nota: Para o propósito deste inquérito, "tempo pessoal" significa tempo para si, como exercício físico, passear, hobbies, tempo com amigos, etc .; "Tempo em família" significa tempo para seu cônjuge, pais e / ou filhos.]

C1. O local onde vive é:

Propriedade sua ou da sua família (não pagando renda);

Propriedade sua ou da sua família (sem pagamento de renda, mas com pagamento de empréstimo ao banco);

Alugado;

Outro

Outro



C2. Qual o seu grau de satisfação relativamente ao tempo que passa no emprego face ao tempo que tem disponível para si?

0 Extremamente Insatisfeito

10 totalmente satisfeito

0	1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C3. Têm Filhos?

Sim

Não

C4. De modo a garantir uma maior compensação financeira, neste momento estaria disposto a abdicar do seu...

Tempo Pessoal? Tempo Familiar?

Não

Provavelmente não

Provavelmente sim

De certeza que sim

C5. De modo a aproveitar possíveis oportunidades para subir na carreira, neste momento estaria disposto a abdicar do seu

Tempo Pessoal? Tempo Familiar?

Não

Provavelmente não

Provavelmente sim

De certeza que sim

C6. Para ter mais tempo pessoal, mudaria

De Emprego? De Cidade?

Não

Provavelmente não

Provavelmente sim

De certeza que sim



C11. Se sim, indique a instituição/organização?

C12. Considerando a última vez que fez voluntariado, qual a razão principal para ter participado?

Porque o voluntariado é valorizado pelo mercado de trabalho

Porque gosto de ajudar os outros

Porque os meus amigos/familiares o fazem

É uma forma de ocupar o tempo

É valorizado pelas outras pessoas

Outro

Outro

C13. Do seu ponto de vista, que áreas merecem mais atenção por parte dos governos?

Crime

Ambiente

Terrorismo

Desemprego

Fome

Economia Nacional

C14. Conhece alguma iniciativa desenvolvida em Coimbra dirigida a jovens empreendedores ou a jovens recém-licenciados?

Sim

Não



C15. Se sim, quais?

Secção D: Finalmente, fale-nos das relações familiares

D1. Como caracterizaria a relação que mantém com a sua família?

0 Nada próxima

10 Extremamente próxima

0	1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D2. Quão importante são as relações familiares para si?

0 Nada importante

10 Extremamente importante

0	1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D3. Com que frequência procura conselhos dos seus pais...

	Sobre problemas pessoais	Sobre problemas no trabalho
Nunca	<input type="checkbox"/>	<input type="checkbox"/>
Às Vezes	<input type="checkbox"/>	<input type="checkbox"/>
Frequentemente	<input type="checkbox"/>	<input type="checkbox"/>

O Questionário Terminou.

Agradecemos mais uma vez a sua colaboração.

Appendix II – Survey Wolverhampton



Generation Y Survey

Please tell us about yourself

City of Wolverhampton Council (CWC) is conducting a survey as part of a project involving several European cities called Gen-Y City!

The Gen-Y City project aims to understand the perceptions and expectations of people living and working in Wolverhampton known as 'millennials' or 'Generation Y' (people born after 1980 up to 2000).

Please do not take this survey, if you were born before 1980 or after 2000.

The findings will enable the City of Wolverhampton and our European partners to plan better to attract and retain the skills of young people particularly in the creative and technical sectors. In turn this will help us to achieve smart, sustainable and inclusive growth in the City.

By participating in this survey you will be contributing to making the city a more friendly place for young people and a better place to live.

All data gathered during this survey is confidential.

We appreciate your time and effort to provide your valuable feedback!

Please don't forget to press "DONE" to submit the survey when you have completed it.

* Gender

- Female
- Male
- Other
- Prefer not to say

* In which year were you born?

Appendix II – Survey Wolverhampton

* Please state whether you agree or disagree with the following statements:

	Strongly Disagree	Disagree	Don't Agree or Disagree	Agree	Strongly Agree	Don't Know
There are good job opportunities for young people in Wolverhampton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employers in Wolverhampton have difficulties in finding young people with the right qualifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wolverhampton should do more to promote opportunities for young people to set up their own businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standards of vocational training need to be improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The education system in Wolverhampton provides adequate education for young people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employers work with schools to prepare young people for the world of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* What is the highest level of education you have completed?

- GCSE's or equivalent
- A-levels or equivalent
- University/College degree
- Master's degree
- PhD
- Other (please specify)



Generation Y Survey

* Postcode?

* Do you live or have you lived in the City centre?

- Yes
- No

In your opinion, what would make Wolverhampton a better place to live?

- Better cultural offer
- More affordable public transport
- More affordable parking
- More affordable housing
- Better range of housing
- Longer opening hours for shops
- More jobs
- Improved safety
- More festivals and events
- Free Wi-Fi
- Other (please specify)

Appendix II – Survey Wolverhampton

* What would prevent you from choosing to live in Wolverhampton?

- Unaffordable housing
- Lack of parking
- Poor public transport
- Poor retail offer
- Fear of crime
- Lack of things to do
- Lack of schools choices
- Better job prospects elsewhere
- Other (please specify)

* Where do you imagine yourself in 5 years time?

- Living in Wolverhampton
- Living somewhere else in the country
- Living in another country



Generation Y Survey

* Could you please tell us your reasons for not living in Wolverhampton?

- Housing prices were too high
- Lack of parking spaces
- Poor public transport
- Poor retail offer
- Fear of crime
- Lack of things to do after work
- Lack of good schools
- Better job prospects elsewhere
- Just lived there to attend University/College
- Other (please specify)

* Where do you imagine yourself in 5 years time?

- Living in the city where you live now
- Living somewhere else in the country
- Living in another country



Generation Y Survey

* If you had a good job offer in Wolverhampton would you move back?

- No
- Maybe
- Definitely



Generation Y Survey

* Are you currently a student?

- Yes
- No



Generation Y Survey

* Which University/College/School do you attend?

* Can you please detail the course you are studying?

* After completing your education, what do you see yourself doing in the future?

- Starting your own business
- Be self employed
- Work for a private company
- Work for a Charity/ non profit or third sector Organisation
- Work for the public sector
- Working in the creative / technical sector?
- Other (please specify)



Generation Y Survey

* Are you currently working?

- Yes
- No



Generation Y Survey

* Is your job full-time or part-time?

- Full-time
- Part-time

* Do you work in...

- Public sector
- Private sector
- Third sector/Non profit
- Other (please specify)

Appendix II – Survey Wolverhampton

* What field do you work in?

- Finance
- Business
- Charity and Voluntary Work
- Education/Training
- Creative Arts and Design
- Engineering and Manufacturing
- Media and Internet
- Science and Technologies
- Healthcare/Social Care
- Public Services
- Information Technology
- Legal
- Marketing, Advertising and PR
- Sales/Retail
- Hospitality
- Working without pay in family business
- Other (please specify)

* How long have you been employed in your current job?

- 0-1 years
- 2-5 years
- 6-10 years
- More than 10 years



Generation Y Survey

* Are you currently...

- Out of work and looking for work
- Out of work but not looking for work
- A homemaker
- Unable to work
- Studying
- Other (please specify)



Generation Y Survey

We know that technology is part of your life. So please tell us

* Do you use Social Networks?

- Yes
- No

* How do you communicate with your friends most often?

- Face to Face
- Telephone call
- SMS / Mobile Text
- Email
- Social networking websites (Facebook, etc.)
- Other (please specify)



Generation Y Survey

* Which Social Networks do you use?

- Facebook
- Youtube
- Twitter
- Instagram
- Google+
- Pinterest
- LinkedIn
- Tumblr
- Snapchat
- Reddit
- Other (please specify)



Generation Y Survey

Concerning your work and life issues

* Where do you live?

- In my own property
- Rented accommodation
- With family
- Other (please specify)

* Do you have children?

- Yes
- No

* When choosing a job, what do you look for?

(Please rank the following in order of importance to you **1 being the highest and 8 the lowest**).

☰	<input type="text"/>	Company reputation
☰	<input type="text"/>	Opportunity for advancement
☰	<input type="text"/>	Salary
☰	<input type="text"/>	Relaxed office atmosphere
☰	<input type="text"/>	Work / life balance
☰	<input type="text"/>	Retirement and other benefits
☰	<input type="text"/>	Training
☰	<input type="text"/>	Social corporate responsibility

Appendix II – Survey Wolverhampton

* From your point of view, which areas deserve more attention from your City Council?

(Please rank the following in order of importance to you **1 being the highest and 6 the lowest**)

<input type="text"/>	Crime
<input type="text"/>	Environment
<input type="text"/>	Unemployment
<input type="text"/>	Poverty
<input type="text"/>	Economy
<input type="text"/>	Education and Training



Generation Y Survey

* Do you know of any initiatives for young entrepreneurs or young graduates?

- Yes
- No



Generation Y Survey

* Which initiatives are you aware of?



Generation Y Survey

Finally, tell us about family relationships and advices

* On a scale of 1 to 7, how important is your family to you?

Not Important							Very Important
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* Where would you seek career advice?

- University/College
- City Council
- Local Business
- Friends
- Family
- Other (please specify)

* Where would you seek support to start a business?

- University/College
- City Council
- Local Business
- Friends
- Family
- Banks
- Other (please specify)

Appendix III – Business Survey Wolverhampton (Draft)

City of Wolverhampton Council would appreciate your help in completing this short survey about your opinion on local business.

The findings will help the City Council and its partners to attract and support businesses more effectively.

By participating in this survey you will be contributing to make Wolverhampton a prosper place for businesses around and a better place to live.

For that purpose your feedback and your experience will be highly praised and appreciated.

We assure that all data gathered during this survey is confidential.

* 1. Company Name?

2. Job Title?

3. Is your organisation based in Wolverhampton?

Yes

No

4. Does your company have more than one location?

Yes

No

5. What made you choose Wolverhampton to locate your company/office?

6. How many people does your company employ?

1-9

10-49

50 – 249

250 or more

Don't Know

7. How would you describe the services you provide?

8. How long has your company been in business?

- 0-1
- 2-5
- 6-10
- 11-20
- 21 or more
- Don't Know

9. Do you think Wolverhampton is a good place to start a business?

- Yes
- No

10. What are the good things about living and working in Wolverhampton?

11. What are the bad things about living and working in Wolverhampton?

12. How can Wolverhampton become more attractive to organisations like yours?

13. What benefits do the University of Wolverhampton and the City of Wolverhampton College bring to your organisation?

Appendix III – Business Survey Wolverhampton (Draft)

14. Please state if you **agree** or **disagree** with the following statements

	Strongly disagree	Disagree	Nor agree or disagree	Agree	Strongly agree	Don't know / Not applicable
Wolverhampton has a good standard of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wolverhampton has good opportunities for recreation and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is suitable office space in Wolverhampton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cost of office space is reasonable in Wolverhampton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wolverhampton actively seeks investment into the city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wolverhampton promotes itself well as a place to run your type of business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation is supported in Wolverhampton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet speed is a limitation for your company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet connection is expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 15. Is there funding / finance to support new businesses in Wolverhampton?

- Yes
- No
- Don't know

16. Where would you go to look for funding?

17. Please select any funding initiatives that you are aware of in Wolverhampton

- Early stage funding
- Crowdfunding
- Business angel funding
- Other (please specify)

* 18. Is there support for people who want to start a new business in Wolverhampton?

- Yes
- No
- Don't know

19. Where would you go to look for support?

--

20. Please select any supporting initiatives that you are aware of in Wolverhampton

- Training to start a business
- Networking and mentoring events
- Access to accelerators
- Early stage assistance
- Other (please specify)

* 21. Do you find it difficult to recruit employees with the right skills and experience?

- Yes
- No
- Don't know

22. Why do you find it difficult to recruit employees with the right skills and experience?

--

23. Do you work in partnership with any organisations that provide you with skilled employees?

- Yes
- No
- Don't know

24. Where would you go to get training for your job / staff?

25. What specific skill sets / training do you require your staff to have?

* 26. Does your company delivers specific training programmes for their staff?

- Yes
- No
- Don't know

27. Could you give details about the specific training programmes you have for your staff?

--

28. Are your customers local, UK or worldwide?

- Local
- UK
- Worldwide

29. What does Wolverhampton need to provide for your customers?

* 30. As part of the Gen-Y City project, City of Wolverhampton council and our partners aim to support the development of an informal business community to support the creative and digital sector, otherwise known as a 'Tech Ecosystem'.

Would you or your organisation be interested in joining us for our first creative meet-up on at please see attached flyer.

- Yes
- No

31. If you are interested in the event, could you give us your contact information?
In due time we will contact you about the details of the event.

If you do not wish to give us your contact details, press "Done" to finish the Survey

Name

Company

Email

Phone number

Appendix IV – Interview Scripts

First Interview Script

Questions

1. Can you tell me a bit about your early life, where you were born, your education, early career and influences?
2. What made you move into the creative / digital sector?
3. In your opinion, what does Wolverhampton lack? What does it need to become a more vibrant and attractive city?
4. What do you think are the main challenges for Wolverhampton in retaining and attracting young talent?
5. Tell me about West Midlands Media. How did it start and why did you choose Wolverhampton to locate the organisation?
6. Is there anything that could be developed to support new businesses or businesses looking to move to Wolverhampton?
7. Where do you imagine yourself / West Midlands Media in five years' time?
8. Do you know any young people that have left Wolverhampton? Do you know where they went and what were their reasons for leaving?
9. What attracts you to live and work in Wolverhampton / West Midlands?

Second Interview Script

Questions

1. Could you talk me a little about your experience and role as former Mayor of Wolverhampton?
2. What motivated you to become a local councillor?
3. In your opinion, what does Wolverhampton lack? What does it need to become a more vibrant and attractive city?
4. What are Wolverhampton's strengths?
5. What are the main challenges for Wolverhampton in retaining and attracting young talent?
6. What advice do you give to young people? (in terms of careers to follow)
7. You mentioned your background in engineering, taking in consideration that area of expertise, I was wondering if you could talk to me a bit about STEAM Careers? Their importance in the future and how can we attract young people into those career choices?
8. What should Wolverhampton's priorities be for the next 10 years?

Attachment I – *Modified* Diagnostic Tool

Introduction

The goal of this research is to provide an analysis of policies of European cities and regions towards supporting Generation Y, especially with regard to entrepreneurial values and attitudes. The research results will be further confronted with the policies of partner cities of GenY Project in order to enable the development and alignment of local policies and implementation of good practices that may support Generation Y of the cities in the future.

The following strategic documents will be subject to investigation and analysis:

- The current Strategy of Development of the Region (where a city is located).
- The current Regional Strategy of Innovation for the Region.
- The current Strategic Plan for City Development.
- The current City's Urban Revitalization Program.

This list may be further extended with documents regarding policies focusing on entrepreneurship support in a city or a region the city is located in.

The above-mentioned documents include the strategic intent of civic authorities supplemented by regional focus expressed by regional authorities. Their scope addresses business, entrepreneurship, society, education i.e. all key perspectives crucial for grasping the overall picture of the Generation Y's current situation.

The analysis of the documents should address the following issues:

- to what extent the Generation Y is addressed by the strategic activities (regional and city levels),
- how accurately have the needs of Gen Y been analysed,
- what activities targeted at Generation Y are envisioned,
- in what ways, Millennials' needs are analysed (on a constant basis),
- how the Gen Y representatives are included in the processes of establishing strategies and related programmes,
- what is the role of the Gen Y representatives among the citizens of the city.

The analysis will be conducted by means of a tool which has been specifically developed for the needs of assessment of strategic documents as well as activities undertaken to support Generation Y. The tool will also enable to trace the evolution of policies and activities in a structured way.

Diagnostic Tool

The tool developed and used for the needs of the research is presented in the following table. The column “Elaborates” presents detailed questions that need to be taken into account while assessing the documents.

When the “scale” measure equals to zero, “reference” measure does not apply;

Question	Scale	References	Elaborates (for open questions)
Section I. Companies set up by Generation Y and their role in management of your city.			
1. Do the strategic documents of your city refer to such notions as „companies of Generation Y”, „companies of millennials” or other referring to this group?	0 points– “No” 1 point – „Yes, but only in high level documents (not in the executable law)” 2 points – „Yes, we may spot such references in all kinds of documents”	Direct reference +2 Indirect reference +1 NA	If YES, to what extent do these documents relate to Generation Y? Please comment.
2. If the answer to the above question is YES, are the strategic documents of the city aligned with other programmes promoting companies of Generation Y?	0 points– “No” 1 point – „Yes, but with only the chosen ones” 2 points – „Yes, there is full coordination”	Direct +2 Indirect +1 NA	If YES, specify the names of these programmes.

Attachment I – Modified Diagnostic Tool

<p>3. Are there any procedures that include the Gen Y's voice in the decision-making process regarding the city's budget for new infrastructure? Are the Gen Y'ers considered as a separate research sample while conducting city surveys?</p>	<p>0 points– „No” 1 point – „No, but based on general analyses, there are separate conclusions and recommendations for this group.” 2 points – Yes, there are analyses among generation Y e.g. by means of surveys.”</p>	<p>Direct +2 Indirect +1 NA</p>	<p>What are the instruments? What are the analytical methods? Are the opinions gathered in the form of a document?</p>
<p>4. Are the representatives of Generation Y involved in taking decisions on support towards companies in the city?</p>	<p>0 points– „No” 1 point – „Yes, in some.” 2 points – „Yes, in all.”</p>	<p>Direct +2 Indirect +1 NA</p>	<p>What is this involvement? Is the “voice” of Generation Y representatives taken into account?</p>
<p>5. Are there any associations, groups, etc. that focus on solving problems of Generation Y (especially GenY entrepreneurs)?</p>	<p>0 points– „There are no examples” 1 point - "Yes, but not in all movements and associations, these problems are addressed." 2 points - "Yes, in all organisations these problems are addressed."</p>	<p>Direct +2 Indirect +1 NA</p>	<p>If YES, please provide some examples.</p>

Section II. Actions towards creative and innovative companies of Generation Y			
<p>1. Are there any programmes facilitated by the city council targeted at supporting of creative and innovative companies of Generation Y?</p>	<p>0 points– „There are no programs targeted at capabilities of Generation Y.” 1 point – „There are programmes targeted at Gen Y entrepreneurs”. 2 points – „There are successful programmes targeted at Gen Y entrepreneurs”.</p>	<p>Direct +2 Indirect +1 NA</p>	<p>Does the city support entrepreneurship of Generation Y? If YES, how? If NOT, why?</p>
<p>2. Does vocational education support entrepreneurship of Gen Y?</p>	<p>0 points- "No" 1 point - "Yes, but not in all relevant areas from the point of view of entrepreneurial generation Y". 2 points - "Yes, in all relevant areas from the point of view of entrepreneurial generation Y."</p>	<p>Direct +2 Indirect +1 NA</p>	<p>If YES, provide some examples.</p>

Attachment I – Modified Diagnostic Tool

<p>3. What is the role of other educational institutions, including universities in supporting entrepreneurial generation Y?</p>	<p>0 points- "There are no programmes to support the generation Y offered by educational institutions." 1 point - "There are programs to support the generation Y offered by educational institutions, but they are not very effective." 2 points - "There are effective programs supporting the generation Y offered by educational institutions."</p>	<p>Direct +2 Indirect +1 NA</p>	<p>Please elaborate.</p>
<p>4. What types of initiatives, practices and tools offered in the city can contribute to increasing the creativity and innovativeness of young people?</p>	<p>0 points- "No such forms exist in our town/city." 1 point - "Certain opportunities are available but they are not very effective." 2 points - " A fully fledged system of support is implemented in our town/city "</p>	<p>Direct +2 Indirect +1 NA</p>	<p>If YES, what types?</p>

Attachment I – Modified Diagnostic Tool

<p>5. Is there any co-working space in the city which creates the possibility of creation of innovative start-ups?</p>	<p>0 points- "There are no such examples." 1 point - "There are a few such examples." 2 points - "There are many such examples."</p>	<p>Direct +2 Indirect +1 NA</p>	<p>If YES, then please elaborate.</p>
<p>6. Are there green and socially responsible companies in the city?</p>	<p>0 points- "No such enterprises" 1 point - "There are several of such companies." 2 points - "There are many such enterprises."</p>	<p>Direct +2 Indirect +1 NA</p>	<p>If YES, please elaborate.</p>
<p>7. Is there infrastructure in the city that enables to nicely spend free time by Gen Y? Is there green space in the city?</p>	<p>0 points- „No.” 1 point – „There is some infrastructure”. 2 points – „Yes, there is plenty of places for Gen Y with appropriate infrastructure”.</p>	<p>Direct +2 Indirect +1 NA</p>	<p>If YES, what is their form?</p>

Attachment I – Modified Diagnostic Tool

<p>8. Are the local taxes designed in a way that enable running of commercial activities by young entrepreneurs? Are there any tax exempts for new start-ups?</p>	<p>0 points - „Local taxes do not include specific preferences for Gen Y entrepreneurs”.</p> <p>1 point – „Local taxes at some points address the needs of young entrepreneurs”.</p> <p>2 points – „Local taxes fully address the needs of Gen Y entrepreneurs”</p>	<p>Direct +2</p> <p>Indirect +1</p> <p>NA</p>	<p>Please provide description of tax incentives/breaks and the criteria to qualify</p>
<p>9. Does the City Hall conduct any research activities regarding the needs of Gen Y towards the city’s infrastructure?</p>	<p>0 points - „There was no research in the last 12 months”</p> <p>1 point – „Yes, there was such research, but it is not representative for the group.”</p> <p>2 points – „Yes, there was such research and it is representative for the group.”</p>	<p>Direct +2</p> <p>Indirect +1</p> <p>NA</p>	<p>What kind of research? What were the outcomes?</p>
<p>10. Does the city provide any incentives and preferences for companies of Gen Y by means of public procurement for the city budget?</p>	<p>0 points- „No, there is no support”.</p> <p>1 point – „There are such solutions.”.</p> <p>2 points – „There are successful solutions”.</p>	<p>Direct +2</p> <p>Indirect +1</p> <p>NA</p>	<p>Please describe the incentives.</p>

Attachment I – Modified Diagnostic Tool

<p>11. Does the city collect information about human capital of Generation Y?</p>	<p>0 points- “No”. 1 point – „This data is partially available”. 2 points – „This data is fully available”.</p>	<p>Direct +2 Indirect +1 NA</p>	<p>Please elaborate.</p>
<p>Maximum number of points: 64</p>			