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DA-SPACE

GUIDELINES FOR THE PILOT PHASE OF THE DA-SPACE PROJECT: THE OPEN INNOVATION LAB

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1. Summary of the Document

The Guidelines for the pilot phase of the DA-SPACE Project, aims to define the frame and the basic steps any institution has to run to set up an open innovation lab. The model presented in the Guidelines is a results of best cases and example of open innovation labs and of an intensive Training Course. The project partners will test in two pilot circle the assumption presented in this Guidelines and will afterwards transfer this knowledge to additional regions not involved at this stage in the pilot actions.

The document is structured in a way that the reader could get a short introduction on the project, its scope, the ecosystem is aiming to build and the partnership beyond it. Following this part, the basic element and steps needed to build an open innovation lab are listed. In addition to this, as annexes of the document, the templates, the ones which will be tested and using in the regional pilot projects, are also present. As template also a short definition,following the common understanding of DA-SPACE consortium, of invention and innovation is included.

2. Background

In this chapter background information are present to explain the context and the goal of the Open Innovation Lab within the DA-SPACE Project.

1.1 Intro: The DA-SPACE Lab

DA-SPACE lab is the phsysical space where companies, public authorities, universities and the civil society will jointly work with young talents on real challenges for the Danube area, aiming to generate new solutions and nurture entrepreneurial skills for the benefit of the Danube region as whole.

The pilot phase will consist of two cycles of open innovation lab activities, in each of the seven countries, with an expected total output of 100 co-creation projects. Each lab cycle will last five months, will be launched and run in parallel in all 7 countries and will allow transnational participation.

The result from the pilot will serve to define a transnational strategy to boost innovation and entrepreneurship in the Danube region and will be further deployed into regional action plans.
This guide provides a common framework for starting and running the lab.

1.2 The Target groups

The involved actors can be classified following the role they will assume in the Open Innovation process: **Seekers** and **Solvers**. They will benefit from the participation in the DA-SPACE Lab and will bring their own experience and enthusiasm in the local ecosystem.

The **Seekers** – Companies, Public Administration, Universities, Business Support Organizations – **define the business challenges** to be addressed and exploited in the DA-SPACE lab. They are actively involved in defining the Challenge, running the activities related to it and acting as mentors for the teams of solvers. Seekers can place their challenge in any of the DA-SPACE labs in the Danube regions involved.

The **Solvers** – students and young talents – express an interest to participate in solving one of the open challenges and apply to join one of the DA-SPACE lab. They contribute actively in the lab, joining cross-disciplinary and (possibly) trans-national teams, working together with other young talents under the facilitation of the Lab manager and supported by experienced mentors. The solvers will work in team on a specific challenge within the Lab and will also benefit from an Entrepreneurship Training Programme[1] offered by the DA-SPACE project.

[1] The Entrepreneurship Training Programme, output of the DA-SPACE Project, will foster the entrepreneurial skills of the local stakeholders (mainly seekers but open also to solvers). More information on the Entrepreneurship Training Programme can be found on http://www.interreg-danube.eu/approved-projects/da-space

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Figure 1. Stakeholders involved in DA-SPACE Lab

1.3 Objective

The goal of the DA-SPACE Lab, as pilot, is to enable the local ecosystem represented by project partners, SMEs, enterprises, universities, public authorities and other interested institutions, to test the DA-SPACE concept and to improve it from one cycle to the other. To achieve higher impact of the projects´outputs, the local ecosystem will define a credible business model to make, on the long term,the DA-SPACE Lab sustainable in a financial and structural way.

The DA-SPACE project will act locally keeping a transnational impact, each local lab will facilitate a constant exchange of knowledge and experts with other labs piloted in the other Danube regions.

1.4 The DA-SPACE network

The seven Open Innovation Labs will run in following locations:

- City of Ulm, Germany
- "Dunărea de Jos" University of Galati, Romania
- Czech Technical University in Prague, Czech Republic

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Institute of Management, Slovak University of Technology in Bratislava, Slovakia

Juraj Dobrila University of Pula, Croatia

Technical University of Sofia, Bulgaria

University of Novi Sad, Serbia

Figure 2. Distribution of the DA-SPACE labs in the Danube Area

1.5 DA-SPACE as partner in the regional ecosystem

As a catalyzer for regional innovation and development, the DA-SPACE lab strives for dialogue with citizens, business players and public authorities, and aims to be present in the life of the community it represents.

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The regional DA-SPACE **Ecosystem** – made of Seekers, Solvers and local, regional insititiutions, representatives from relevant ministries and other intermediaries – leads the assessment of the DA-SPACE pilot phase and further implementation of its outcome in the regional strategy and action plans.

Today, citizens (as private or as representative of a business player) are more willing to engage in decision making affecting their economic or social life. The citizens, in their role as users of the products/services created, are an integral part of the open innovation process and they can influence, through participation in the co-creation of solutions, services or products that are developed for them.

The lab, through the role of the lab manager, will ensure that any solution developed in the lab is rooted in a deep understanding of user needs and will facilitate co-creation events where users can both give input and test the solutions developed.

The lab will regularly organize open days in the community for stakeholders to get to know the lab and its activity. The lab will take advantage of these events to promote its opportunities and participants in the lab.

2. Launching a pilot for a regional DA-SPACE Lab

In this section, the steps needed to launch an open innovation lab as pilot for DA-SPACE are described, following the below path:

1) Identify a Lab manager
2) Understand the local ecosystem and identify strategic stakeholders
3) Develop a Regional Implementation plan
4) Identify potential Seekers and manage their expectations
5) Definition of Challenges
6) Promoting the challenges within the DA-SPACE region
7) Call for Interest (addressing Solvers)

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8) Match Solvers with Challenges
8) Facilitate the co-creation process
9) Link to other DA-SPACE Activities and intitiatives outside DA-SPACE
10) Monitor the process

Within the DA-SPACE Project, each parters are invited to follow the above list[2]. Nevertheless, It could be necessary to intergate additional activities based on local target groups´needs and regional characteristics. The additional activities needed to be described and motivated in the Regional Implementation Plan. In general, it is necessary to have a clear knowledge of the local ecosystem and the existing expectation and is job of the lab managers to clarify that via DA-SPACE no ready to market solution will be generated. On the other hand, the expectation of the seekers should be in line with the idea to experiment new methodology, to offer learning experience to the employee and to get to know talents and interesting people from the local and international ecosystem.

[2] The above mentioned list is intented to represent an example of activities each local player can put in place to establish an open innovation lab. It is not an exaustive list and will not automatically guarantee the long term economic success of the lab.

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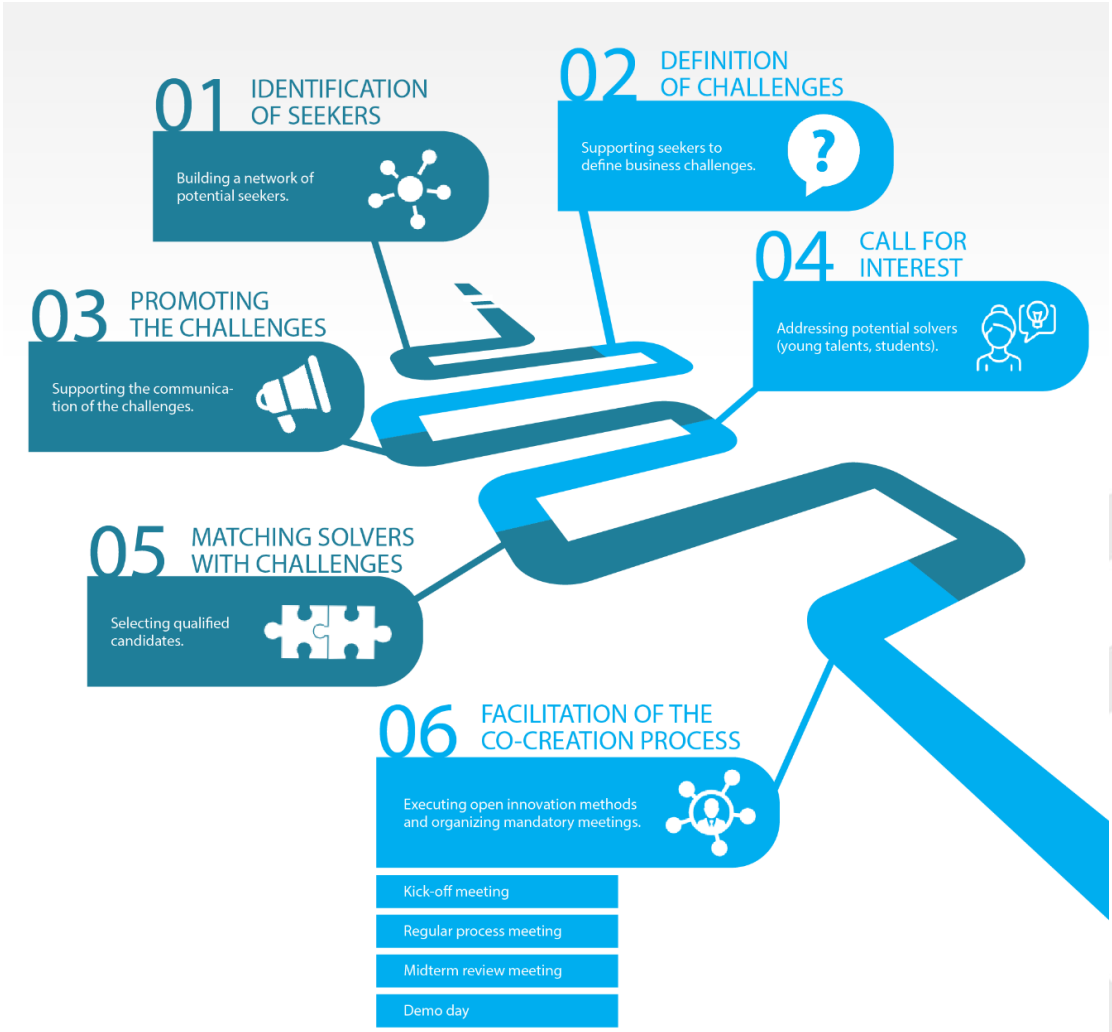

Figure 3. DA-SPACE Process

2.1 Identify a Lab Manager

Each partner responsible for managing the regional lab will identify minimum one and maximum two staff members who will facilitate the lab activities.

Each DA-SPACE lab is led by a **Lab Manager** who is responsible for:

- be the contact person and facilitator of the DA-SPACE Lab

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- setting up the lab (as physical space), planning the pilot phase and be in charge of all preparation and running activities
- creating a network of potentials stakeholders (such as the regional ecosystem described in 1.5) that will support regionally the lab
- develop the Regional Implementation Plan
- manage the process of identifying potential seekers and solvers
- supporting seekers in defining the challenge and formulate it as a call for expression of interest
- launch the call for expression of interest at local and international level
- lead the selection process for young talents and form interdisciplinary teams for each challenge accepted in the lab
- ensure proper agreements are put in place between lab, seekers and solvers
- introduce assigned mentors to the requirements and methods of DA-SPACE mentorship model
- introduce the seekers and solvers to the code of conduct of the lab and ensure adherence to it throughout the lab cycle
- facilitate the co-creation activities in the lab among the different actors involved using methodologies and tools suitable for open innovation and entrepreneurs
- organize the Entrepreneurship training programme[3] for young talents which will take place in parallel with the lab activities
- monitor the relationship between the mentors and the team
- report on the activities of the lab
- keep the regular contact with other DA-SPACE lab managers
- manage the day to day activities and budget of the lab

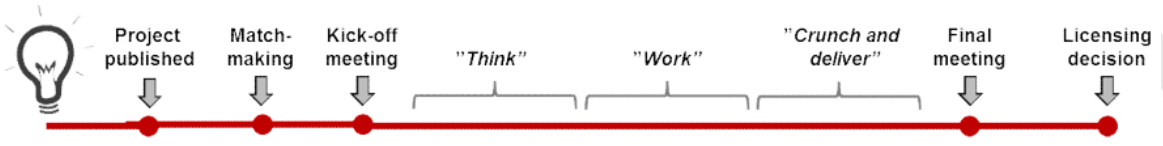

Figure 3. Facilitation process

The list is not exhaustive and additional activities can be duty of the lab manager(s) based on the specific characteristics of the regional DA-SPACE Lab.

The facilitation itself will happen on two dimensions:

[3] Ref. to note 1

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- the facilitation of the overall DA-SPACE program throughout the lab cycle (Figure 3)
- the daily facilitation: run structured programs and workshops for young talents and program partners.

To boost the success of the pilot action the following key competencies should characterize the lab manager´s profile:

- professional experience in complex project management including reporting activity
- customer development, marketing, case design, IPR & contract management, after sales
- team building, events, development environment, co-working spaces, problem-solving, team sparring
- events, marketing, communications, partner matchmaking
- innovation process management, program facilitation, daily facilitation,
- facilitator competence development, continuous development of methods and tools, development equipment
- performance analysis and evaluation
- interfaces to other innovation related programs, international cooperation
- good leadership and team building skill
- able to facilitate groups through the process of open innovation
- good communication skills, able to present the DA-SPACE lab to various stakeholders and in different events
- ability to work cross-culturally
- experience with innovation methods and proven entrepreneurial competences
- professional English knowledge (to facilitate exchange of experience with other lab managers)

The lab manager should embody the most characteristics described above. For the missings competences, the lab manager can recall local and international experts to guarantee high quality of services to seekers and solvers.

2.2 Understand the local ecosystem and identification of strategic stakeholders

A key step in setting up an open innovation lab is to understand and know the local ecosystem and to identify who can potentially be the strategic stakeholders of the lab. This can be done in 2 steps:

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Step 1. Perform an analysis of the region the lab would serve

This activity could be done by looking into topics such as:

- the level of employment or economic activity in the region
- industry sectors present in the region and which are the sectors where OI process have gained most success in the past
- the skills required for working in the relevant regional industry
- educational levels and degrees of the people in the community

Additional elements can be integrated in the short analysis based on local needs, part of the Regional Implementation plan.

Step 2. Identify strategic stakeholders to build the ecosystem

At this step each regional partner identifies organizations to be approached in getting support in running and keep the DA-SPACE Lab alive. A partnership will work best when organizations have a common interest. Therefore, it is important to understand how the output of the DA-SPACE lab would potentially meet the goals of each partner.

This step should answer the following question: which organizations in the region would have some interest in boosting innovation and entrepreneurship in the region? Which organizations would benefit from increased entrepreneurial competence of young people and increased economic activity in the region?.

After gaining understanding on the community the lab will serve, and after carrying out a stakeholder analysis, the lab manager will start to build the ecosystem talking to potential multiplicators (cluster or university) to reach the final target groups (seekers => ex. SMEs and Solvers => ex. Students).

The output of this two-step analysis will be intergrated in the Regional Implementation Plan.

2.3 Develop a Regional Implementation Plan

In order to launch the DA-SPACE lab, each partner will develop a Regional Implementation Plan that will guide the establishment of the Lab at local level.

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The plan will provide details on:

- the strategic sectors in focus (optional)
- competencies and needs of the young talents (potential Solvers) in the region
- generic problems and needs of the Companies, Public Administration, Universities, Business Support Organizations (potential Seekers) and the process to establish cooperation with them
- activities and timeframe for implementation of the lab (roadmap)
- process of participation and link to other regional activities
- description of the ecosystem and identification of first stakeholders (output of 2.2)
- strategy to make the lab open to international seekers and solvers.

The Regional Implementation Plan Template is enclosed to this guidelines as Annex 1.

2.4 Identification of Seekers and manage their expectation

In each region, the lab manager is responsible to identify and build a network of possible Seekers. These are SMEs, enterprises, universities, public authorities willing to define a challenge to be tested/solved via open innovation process and co-creation methods in the lab. The process will take place in parallel in all partner countries, to give opportunities to the Seekers to place the Challenge in any of the DA-SPACE labs in the program.

Job of each local partner in charge for the lab is to manage the expectation of the seekers and to clarify since the beginning the final scope of DA-SPACE. It will be un-typicall to have at the end of the process of DA-SPACe a ready to market soultion. What most probably will be the outputs are basic prototype which if well implemented could become a serious product.
It is strategical to manage the expectation of each target groups (seekers but also solvers) to avoid any misunderstanding and disappointment.

To address the seekers, each lab can develop promotional materials to be used in the communication. The lab manager is in charge to develop a strategy and to get in contact with the potential Seekers using the most suitable approach: public events or one-to-

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one meetings. The lab manager will provide potential seekers with all information needed in order to understand the concept and the benefits of the DA-SPACE model.

The lab managers will provide the potential seekers the following information/documents:

- how the challenge will look like (expected results)
- the requirements and participation rules to the lab
- the standard Agreement with Seekers (see Annex 2)
- detailing mentoring activities expected
- DA-SPACE Intellectual Property Policy
- potential involvement in collateral Lab activities (es at international level with DA-SPACE Consortium)

A template for the Agreement[4] with Seekers can be found in the Annex 2. This is built on the DA-SPACE framework principles of cooperation (see chapter: Intellectual Property Policy). The seeker will sign the Agreement with the Lab manager which will guarantee the quality of the Lab activities and coordinate the seeker´s involvment. No agreement with the solver team will be done. Only if the seeker propose the acquisition of the rights on the results of the project, an Intellectual Property Agreement between the parties can be signed to regulate the licensing model.

2.5 Definition of Challenges

The Lab manager will support potential Seekers to define a business challenge to be approached via the open innovation method in the DA-SPACE lab. A challenge is a real problem, future goal, product/service innovation that is strategical important to the seeker.

The challenge will be later used to formulate the **call for expression of interest** for potential solvers (young talents). The DA-SPACE lab aims to support solving challenges that address big problems. Indeed, the solutions found in the DA-SPACE could serve to the seekers as starting points for future projects could be deeply developed in house. Market research, business analysis or business model design are too narrow topics and

[4] It is advisable that each partner will validate the agreement with a local lawyer to ensure adherence with local laws and legislation

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are not appropriate for the DA-SPACE approach. Role of the lab manager is to work closely (e.g via workshop) with the seekers to draft a catchy, interesting and results-driven Challenge.

The template to formulate the Challenge can be found as Annex 4 of this document.

2.6 Promoting the challenges within the DA-SPACE region

To support the communication of the challenges, all communication tools in power of DA-SPACE partners (local websites, social media channels) and consortium (such as official website and newsletter) will be fully used. Once a challenge has been defined it will be promoted at local and international level (in English) and will be published on DA-SPACE website[5] under the dedicated local section.

Next to the online promotion activities each local partners will activate the local ecosystem and relevant stakeholders to promote the challenges and the call for interest raising the awareness by organizing events (such as for example hackathons, evening thematic talks etc) and, if needed, produce promotial materials.

2.7 Call for interest (addressing Solvers)

A DA-SPACE lab cycle starts with the call for expression of interest. The call is addressed to young talents interested to work in team on solving a particular challenge. All DA-SPACE challenges will be available online on DA-SPACE website in a dedicated section (one section per DA-SPACE regional labs will be created).

Next to the institutional website, a web platform[6] offered by bwcon is made available to all regional labs manager to collect and manage the application process of the potential solvers. The platform is managed centrally by bwcon but the application forms are organized per region and each lab manager will have direct access to them.

[5] http://www.interreg-danube.eu/approved-projects/da-space
[6] A webinar to explain the web platform tools will be offered by bwcon.

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To apply, the young talents will submit certain required documentation, such as CV and a motivation letter describing (eventually) also the solution they envision for the challenge. A first solution to the challenge is not a compulsory element and its absence will not penalize the applicant.

The application process is followed by a selection process to be preformed locally by each lab manager.

2.8 Matching Solvers with Challenges

The Lab Manager has the important role of reviewing the applications sent by the young talents and to select the best candidates for the DA-SPACE lab.

To establish an equal process, the Lab manager will make sure to gather as much info as possible on the potential Solver and to personally meet the Solver for an interview (online or face-to-face) to check the general competences and motivations of the candidate.

A list of proposed criteria for selection are the following:

- level of entrepreneurial skills
- level of competences related to the challenge
- interest for and previous exposure to the challenge topic
- motivation to engage more with the industry or the organization of the Seeker
- ability to communicate and work well in team
- proficiency in English – as the lab is open to international participants and the experts involved in the training could potentially come from other countries in the network
- personality profile and previous extracurricula experience. The more diverse, the better.

Following the indication above, each lab manager will define the final criteria of selection which fits better to the region, challenge and lab´s goal. Common goal for each local lab manager is to select visionaries and creatives, but also talented people in research, execution, communicators to work smothly in team reaching a solution to the assigned challenge.

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Solvers team

The selected participants will be invited formally to join the lab and to sign the Solver Agreement (to be found in the Annex 3) with the Lab manager. The solvers at this stage will not sign any other agreement.

Afterwards they will be assigned to a specific challenge. Teams will be formed by the Lab manager building a group of multidisciplinary people (for background experience and personality). Each talent will act on their own as well being part of a team. Each member of the team has to sign the solver agreement. Any challenges and issues faced by the team need to be discussed and agreed by all team members, as stated in the Agreement.

Typically, a team will consist of 5 to 8 people. If more talents have expressed interest in joining a challenge, the lab manager can, in agreement with the challenge´s owner, accept more than one team for a challenge. In this case, the mentors need to dedicate the same amount of time to each team. If this cannot be achieved, the lab manager can suggest to the talents to get involved in other open challenges.

Mentors

The Seekers will assign internal staff members with relevant experience, who can act as mentors to a team of solvers. Each lab manager is responsible to introduce the assigned mentors to the DA-SPACE mentoring approach, before the actual mentoring starts. Mentors will agree with the assigned team the best way to interact and organize their work and their role would be to guide and give feedback from the techical and content aspects to the team. The Mentoring support could be both face-to-face or online meetings. Regarding the chosen interaction method, the meeting shall take place at least bimonthly and will have as main objectives assessing the progress of the development of the solution and providing guidance to the team. The lab manager can take part at the meetings in order to monitor the collaboration and the works done. The team and mentors need to regularly update the lab managers on the achieved milestones and eventually on the difficulties they are facing via the Team Progress Report (see Annex 5)

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2.9 Facilitation of the co-creation process

The DA-SPACE lab will facilitate a mutual learning-by-doing process that will benefit both the young talents and the seeker and will guide the participants through the core activities.

The young talents will learn by being exposed to real business challenges and by regular interaction with the mentors. The seekers (through the mentors) will be immersed into an environment of new ideas and fresh perspectives that can be taken back into the business. When hosting international seekers or solvers, the lab will make possible online interactions between mentors and teams.

The lab manager is responsible to facilitate and stimulate the process using suitable open innovation, entrepreneurial and co-creation methods, such as Lean Start-up and Design Thinking. In parallel, young talents will receive training on Entrepreneurship[7].

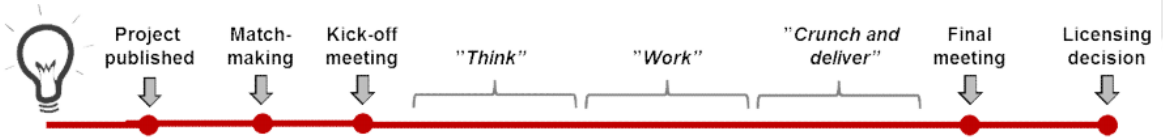

Figure 4. Facilitation process

Official meetings in the DA-SPACE Lab

Kick Off meeting - this is the opening event of a lab cycle where solvers and seekers get to know each other. During this event, the seekers are invited to formally present the challenge to the teams of solvers. Mentors are introduced to their teams and they are given time together to discuss and clarify the challenge.

Regular Progress Meetings – Every month each team of solvers will meet their assigned mentors to assess the progress and to receive further guidance, if needed. Meetings will take place either online or offline and will be arranged directly by the team.

[7] Ref. to note 1

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Midterm Review Meeting (not compulsory)- at least once during each cycle, there will be a more formal review meeting, in which the lab manager will also participate. Minutes of these meetings are part of the progress report of each lab.

Demo Day – the results of the co-creation process will be presented during the Demo Day, an event where the teams will present their work to all the stakeholders (SMEs, enterprises, universities, public authorities) and during which the best project will be selected to participate in the international Demo Day.

The kick-off meeting, and the demo day are mandatory in each co-creation process and the lab manager is responsible to organize and to facilitate them. The midterm review meeting is not compulsory but suggested to keep the player actively involved in the space. The dates for the regular progress meetings are bilaterally decided by the team and mentors. All the information related to events, meeting and content discussed need to be reported in the Team Progress Report (online – Annex 5)

Official trainings in the DA-SPACE Lab

Training Mentors workshop – each local partner will make sure that assigned mentors from the Seeker are properly introduced to mentoring techniques and methods based on the DA-SPACE model, which is mainly based on open innovation assumptionsThis can be done by providing relevant materials or by organizing a workshop to train them. Regardless the form chosen, mentors need to be instructed before they actually start working with the assigned teamson their role and how they can guide the team. This is done by the local lab manager in the wayhe/she retains more efficient

Entrepreneurship training – in parallel with participating in the lab, young talents will be offered the possibility to increase their entrepreneurial skills by attending a training organized regionally by each partner. The training will be adapted and made relevant locally and will consist of a mix of theory and practice that will apply to different stages of developing a business idea and to developing an innovative solution within the lab. For this purpose, the training will be linked to well known methods used by the start-up community (e.g. Design Thinking, Effectuation, Lean Start-up or SCRUM) and will cover topics such as customer development, business modeling, pitching, marketing, IPR, access to finance, strategy, leadership, open innovation etc.

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The different modules of the training will be provided by internal DA-SPACE staff or experts from both business and academia and may take place in different formats, such as bootcamp, study visit, coaching, weekly lectures, speeches, webinars etc. Each lab may invite and involve experts from other regions. Information about existing competencies can be found in the matrix of consortium competencies available as a resource to the lab managers. Duty of the lab manager is to integrate the Entrepreneurship Training programme to each local team activities and collect needs of the Team. Additional dedicated training sessions, based on availability of funds and capacities, can be organized on demand.

Deliverables

Each team participating in the lab must provide within agreed deadlines the deliverables agreed with the Seeker at least:
- project plan
- monthly progress (short reports to update regularly)
- results (demo and agreed product with relevant documentation)
- depending on the project topic or used method of project management : concept design document, usability documentation (eg. usability analysis, user interface specification, usability test report, etc.) or technical documentation (requirements, use cases, etc.).
- final report.

All the deliverables, part of the Team Progress Report (see Annex 5), need to be produced and updated regularly by the team and finally agreed by the mentors.

The lab manager will let the mentor approve the Team Progress Report and will report the results of the co-creation projects to the WP leader.

2.10 Link to other DA-SPACE Activities and initiatives outside DA-SPACE

Next to the Entrepreneurship Training Programme the lab manager needs to be informed about the relevant initiatives and programme outside DA-SPACE to link those services to the DA-SPACE. DA-SPACE lab can be the space to host also other events, workshops and intitiatives related to the pilot topic (e.x. entrepreneurship, sector of the

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topic etc) organized by other stakeholders with the final goal to raise the quality and perspective of the DA-SPACE offer.

2.11 Monitor the Process

Next to the facilitator role, duty of the lab manager is to monitor the activities within the local DA-SPACE lab, to collect the progress reports for each team seeker-solvers and to check that the deadlines are met or delay are recover soon in oder to monitor the all process and provide a report[8] at the end of each cycle to the WP Leader. Next to this, the Lab manager needs also to introduce the assessment model[9] (via survey) to the stakeholders involved in the DA-SPACE lab to collect feedback and inputs to assess and improve the DA-SPACE service. The results of the first clycle survey will help the lab manager in improve the local Lab process and strategy.

3. Operations of DA-SPACE Lab

3.1 Location

DA-SPACE Lab is the space where young talents can develop and test new ideas, having access to all necessary knowledge and technical tools.

The physical environment of DA-SPACE must support different types of activities and work. From workshops, to team meetings, coaching & mentoring sessions, ideation sessions, to individual, team work and large groups.

The space needs to be fluid so that teams could transform it, depending on the stage of the process. Wall space is necessary to put up charts, stick post its, and whiteboards to sketch. Such set up allows creating visual connections between different data and ideas. At later stage, the room shall provide space for creating prototypes. A more detailed description of possible set ups is provided in Annex 7.

[8] The monitoring report will be made of each team progress report plus a relation given by the Lab manger on goal and results achieved in the lab cycle. A template will be made available to the lab manager on time by the WP leader.
[9] The assessment model will be defined in WP6.

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Location - the location shall be accessible to seekers and solvers and as well to local citizens interested in the activity of the lab. Each partner will decide on a suitable location, on the arrangement of the space and the code of conduct within the lab.

Technical equipment – the lab needs equipment to host meetings, facilitate virtual communication with other labs and prototype technical solutions (eg. laptop, projector, printer, 3D printing, graphic design software, project management software etc)

Example of checklist for the ideal DA-SPACE Lab

- ***Space*** *– sufficient to accommodate all teams at once and to allow working both as a large group and in individual teams. Ideally the space will have natural lighting and plenty of walls to allow for posting up charts and other artifacts produced by team. Warm, natural colors are preferred.*
- ***Whiteboards & Flipcharts*** *– at least one for each team. Go for the mobile ones which are easy to move and handle*
- ***Air, Ventilation, Temperature*** *– make sure there is good ventilation and there is a possibility to adjust temperature*
- ***Flexible furniture*** *– as we aim for a fluid space, chairs and tables that can be moved easily or even removed are preferred*
- ***Flooring*** *– shall be warm and inviting. Avoid stones and tiles. Carpets can invite for floor sitting and give extra flexibility to the space*
- ***Opening hours*** *– knowing that the teams will work on their projects outside the regular hours they spend at school or at work, the space shall allow access to the teams of solvers on extended basis[10]. The lab manager should have his own workplace and be present for talks and clarification as much as possible in the Lab*

3.2 Code of Conduct in the Lab

Each lab manager will develop locally a set of rules and principles that will govern the activity of all participants in the Lab. A structure for the code of conduct and list of topics

[10] The opening hours are decided at local level.

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to cover is presented in the Annex 6. The solver needs to consult and get a copy of the Code of Conduct before signing the Solver Agreement with the Lab manager.

3.3 Intellectual Property Policy

DA-SPACE will facilitate and ensure a fair model towards students who will be the owners of the solutions developed within the lab. Seekers are entitled to buy the intelectual property (IP) rights to use the results, under a direct agreement with the team if not mutually agreed otherwise.

Following the experience of similar initiative[11], in open innovation projects is essential to ensure that potential seekers maintain interest in the model. A clear and flexible framework for IP rights management is fundamental for its success. The DA-SPACE developed a formal IP rights framework for collaboration and provides templates for the agreements with both seekers and solvers.

The lab manager will make sure the agreements are in place and that they are in line with the applicable legislation in the country. A review of by a local laywer is mandatory.

DA-SPACE Intellectual Property Policy framework for collaboration has the following standard characteristics:

- the DA-SPACE lab is responsible forrunning the lab, including selection of challenges, solvers, seekers and formation of the teams
- the Seekers agree to provide the challenges and all the necessary background information for the solvers in order to immerse in the problem. They participate in the co-creation process, ensure resources and availability for mentors to accompany the solvers team throughout the 5 months' cycle, may participate in the monthly progress meetings (on-line or face-to-face). During the pilot phase, there is no fee to be paid, neither to the teams, nor to the DA-SPACE lab.
- The Solvers agree to participate in a team as set by the lab, contribute with their knowledge and ideas, participate in the agreed team activities and in the

[11] E.g. DEMOLA

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entrepreneurship training, attend progress meetings. There is no fee to be paid for the participation in the DA-SPACE lab or for using the facilities of the lab.

- the solvers team owns the IP right to the results of the project if not set out differently by the local legislation. The seekers (participating companies, organization or institutions) are entitled to buy IP rights to use the results of the project only via direct agreement with the team of solvers. Any other decision on the Intellectual Property Policy need to be accepted and agreed by the two parties (seekers and solvers) via a signed Intellectual Policy Agreement.

The Lab manager is the contact-point for both players for IP issues.

3.4 Financials

The DA-SPACE pilot lab is funded by the Interreg Danube Programme. No income is possible to accept for the DA-SPACE activities. Nevertheless, local partnerships are welcome and encouraged in order to enlarge the DA-SPACE ecosystem. They shall be free of charge and they can take form of sponsorships. An external partner can either sponsor a certain team with an award (for example to pay for the travel costs to attend the International Demo Day) or donate in kind something for the use of the lab (eg. equipment or materials).

3.5 Communication and Community Engagement

The lab manager is responsible to build and maintain proper communication channels at local level that will support the overall goals of the DA-SPACE lab.

4. Report of activity after each lab cycle

Each local partner will report lab activities after each cycle on topics such as:
- status report on the open challenges and the matching round
- spending, budget, re-allocations
- results of the demo days
- deliverables produced by the teams and mentors

The lab manager is responsible to provide the reports.

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5. Annexes

Annex 1 –Regional Implementation Lab Template

Please fill the Plan in each part and using the DA-SPACE official document template

Region: _____	**Responsible partner:**_____
Name of the Lab _____ **Lab Manager(s):** _____ _____ **Strategic sectors in focus (if any):** _____ _____	
1. State of Art - Short description of regional ecosystem (state of art output of regional and stakeholder analysis) _____ _____ _____ _____ **2. Target Group Analysis** A. **Young Talents (Solvers)** *(please add more bullet point if necessary)* A.1. Competencies - - - A.2. Needs - - -	

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B. **Potentials Seekers (such as SMEs, University, Public Administration)**
(please add more bullet point if necessary)

B.1. Problems	B.2. Needs
-	-
-	-
-	-

C. **Local Ecosystem**

- List of regional Stakeholder and Initiatives to be involved in the Local Ecosystem

_____

_____

3. **Processes**

- Process to establish cooperation with potential seekers
(please answer the question: how are you going to address and get the seekers? Specify the process, activities and the reason behind it) (at least 500 characters)

_____

_____

_____

_____

- Process to raise awareness amongst potential solvers
(please answer the question: how are you going to address and get the solvers? Specify the process, activities and the reason behind it) (at least 500 characters)

_____

_____

_____

4. **Lab Roadmap**

- Planned activities and timeframe for implementation of the lab
(please answer the question: how you will run the lab, which activities you plan and in which timeframe. In addition to the description please, if possible, add also a graphic element which represent the regional roadmap and ecosystem) (max 800 characters)

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5. **Local Ecosystem**
   - Strategy to build the local ecosystem and to establish relation with other local activities, initiatives and stakeholders

     (please answer the question: what are the main stepsto build the local ecosystem in context with the local policy/actions? Which stakeholders are to be involved? Please integrate in your roadmap all activities related to build and involve the local ecosystem- such as event/meeting etc) (max. 500 characters)

6. **Internationalization**
   - Strategy to make your DA-SPACE lab active locally but with and international impact

     (please answer the question: how your target groups involved in the lab can share their experience at international level, within DA-SPACE and outside the consortium? Which activities you plan to make your lab international and benefit from cross-boarder experience) (max. least 500 characters)

7. **Phsysical Space**
   - Technical Factsheet

Basic information, additional information

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(please describe your space including the following information: size, infrastructure, tools available, facilities, location within the city, capacities,) (max.t 800 characters)

_____

_____

_____

_____

- Pictures

  (please add at least 3 pictures showing the DA-SPACE lab)

8. **Additional Comments**
   - Please add any comments or integration related to your local Lab

     (please add at least 3 pictures showing the DA-SPACE lab)

     _____

     _____

     _____

     _____

Date: _____

Location:_____

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Annex 2 – Partner - Seeker Agreement[12]

NON DISCLOSURE AGREEMENT

Note: *Please consider this agreement as starting point and check at local level if is in line with regional laws. The Agreement aims to regulate the cooperation between the Lab (local partner) and the seekers and has to be signed bilaterally.*

Date:

Ref. Num:

1. The ….NAME PARTNER…., …. FULL ADDRESS……, (tax identification number): …..XXXXXX…., registration number: …..XXXX……, represented by, ….Title…., …NAME…., ….Surname….. (hereinafter: „The Partner “)

and

2. _____ (including its affiliates and subsidiaries) with its principal offices located at _____, TIN: ,

[12] The Agreement has been developed by UNS and finetuned by bwcon gmbH

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registration number: _____, represented by_____, (hereinafter: "Discloser")

hereinafter also referred to separately as a "Party" or jointly as "Parties", except if explicitly stated otherwise, have concluded the following:

NON DISCLOSURE AGREEMENT

Recital

The Parties agree that this Non-Disclosure Agreement (hereinafter: "Agreement") shall represent the framework agreement, as a support for implementation of the DA SPACE-Open Innovation to raise Entrepreneurship skills and Public Private Partnership in Danube Region project (hereinafter: "Project"). The Project will support SMEs through open innovation labs, where young talents will, under close guidance and mentoring, work on specific problems that Solvers (such as SMEs, University and Public Authorities) will provide, and hopefully give solutions to the problems. This will represent the main goal that Parties want to achieve (hereinafter: "Purpose").

Discloser may be required to disclose confidential and proprietary information, technical data, trade secrets or know-how, including but not limited to research, product plans, products, markets, software, developments, inventions, processes, formulas, technology, designs, drawings, engineering, marketing, distribution, and financial figures (hereinafter: " Confidential information") to the Partner, in order to facilitate the Purpose. Project is run by and under the coordination of the Partner.

In consideration of these recitals and the mutual promises set forth in this Agreement, the exchange, receipt and sufficiency of which are acknowledged, the parties agree as follows:

Article 1
Agreement

Discloser shall disclose their Confidential information to the Partner in writing, marked "Confidential", and in sufficient detail to enable the Partner to fully evaluate the same. If Information is provided orally, visually or in another non-tangible form, the Information

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will be reduced to written form, marked "Confidential", and submitted to the receiving party within thirty (30) days of the disclosure.

Confidential information will be protected in accordance with provisions of this Agreement, law that regulates protection of confidential information and treated with reasonable care.

Parties agree to keep the Confidential information in confidence and to use the Information only for the purpose of the Project. Except as expressly provided for in Section 3 below, The Partner shall not disclose or make available the Information to any other person, institution or firm. Further, except as expressly provided for herein, the Partner shall not use the Information for any commercial benefit or any research purpose.

Article 2
Information and duration of the non-disclosure clause

The Partner agrees that for the duration of this Agreement and five (5) years after the Agreement is terminated or canceled, will treat Confidential information with reasonable care to avoid disclosure of the Confidential information to any person (natural or otherwise). Except as otherwise provided for herein, or by applicable law, the Partner shall be generally liable for unauthorized disclosure or failure to exercise such reasonable care, except the the cases where Confidential information is:

1. already known to the Partner at the time of the disclosure;
2. after disclosure, becomes part of the public domain, except through breach of this Agreement by the Partner;
3. was in possession of the Partner, at the time of disclosure by the Discloser;
4. comes to the Partner from third party, which is not under an obligation to the Discloser regarding, confidentiality of that Information;
5. is independently developed by employees of the Partner without use of the Confidential information, as shown by competent proof; or
6. is approved for release by written authorization of the Discloser.

Article 3
Required Disclosures

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If The Partner is required by applicable law, administrative or judicial order to disclose Confidential information, the Partner shall give the Discloser prompt notice of such fact so that the Discloser may attempt to obtain a protective order or other appropriate remedy with respect to any such disclosure.

The Partner shall fully cooperate with the Discloser regarding the Discloser's efforts to obtain any such order or other remedy. If any such order or other remedy does not fully preclude disclosure, the Partner will make such disclosure only to the extent that such disclosure is legally required.

Article 4
Limited Use

Acceptance of the Confidential information by the Partner gives the Partner the right and obligation to use it only for the Purpose according to this Agreement, and does not give the Partner any sort of license, use, or any other rights in the Confidential information.

Article 5
Internal Dissemination

The Partner´s internal dissemination of the Discloser's Information is limited to those employees, officers and advisors whose duties justify the need to know such Confidential information. The Partner will make all necessary efforts to require its employees, officers and advisors who have been given access to and who shall receive disclosures of the Confidential information to maintain the strictest secrecy under the terms and conditions of this Agreement.

Article 6
Unauthorized Use

If any third party makes any unauthorized use of the Confidential information under this Agreement, the Partner shall notify the Discloser and cooperate in taking reasonable steps to protect the Information from further unauthorized dissemination or use.

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Article 7
Return of Information

Upon request by the Discloser, the Partner will promptly return to the Discloser all Confidential information received from the Discloser which is in tangible form, except that the Partner shall have the right to retain one copy of such Confidential information in its legal archives for the purpose of determining its legal obligations hereunder.

Article 8
Conflicts

Each party represents and warrants that it is permitted to enter into and perform the obligations contemplated by this Agreement and that this Agreement and its terms and obligations are not inconsistent with or in violation of any term or provision of any agreement, document or instrument to which each party is a party or is bound.

Article 9
Severability

If any provision of this Agreement should be deemed invalid or legally unenforceable, such provision shall not affect the validity and/or enforceability of any other provision(s) of this Agreement or the Agreement as a whole. The parties shall, in such case, replace the invalid provision with a valid one that best expresses their original intent.

Article 10
Waiver

No delay or failure on the part of any Party hereto in exercising any right, power or privilege under this Agreement or under any other documents furnished in connection with or pursuant to this Agreement will impair any such right, power or privilege or be construed as a waiver of any default or any acquiescence therein. No single or partial exercise of any such right, power or privilege will preclude the further exercise of such right, power or privilege, or the exercise of any other right, power or privilege. No waiver will be valid against any party hereto unless made in writing and signed by the party against whom enforcement of such waiver is sought and then only to the extent expressly specified therein.

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Article 11
Limitation of Rights

This Agreement will in no way be construed to require either Party to offer or take a license or other obligation or right not granted or created under this Agreement. Each party acknowledges that Confidential information is provided on an as is basis. In no event shall the Discloser be liable to the Partner for any direct, indirect, special or consequential damages in connection with or arising out of the performance or use of any portion of the Confidential information, including without limitation or representation or warranty as to completeness, accuracy, safety or fitness for a particular purpose.

Article 12
Rights

Discloser shall not assign its rights and obligations under this Agreement in whole or in part, whether by operation of law or otherwise, without the prior written consent, and any such assignment contrary to the terms hereof shall be null and void and of no force and effect.

Subject to any provisions in this Agreement restricting assignment, this Agreement shall be binding upon and shall inure to the benefit of the parties to this Agreement and their respective successors, heirs, executors, administrators, legal representatives and assigns.

Article 13
Entire Agreement

This Agreement constitutes the entire agreement between the Parties with respect to the transactions contemplated herein, and it supersedes all prior oral or written agreements, commitments or understandings with respect to the matters provided for herein. Nothing in this Agreement shall be construed to require either party to deliver the Confidential information or any other information to the other, or to enter into any agreement or arrangement with the other.

Article 14
Amendment

No amendment, modification or discharge of this Agreement shall be valid or binding unless set forth in writing and duly executed and delivered by the party against whom enforcement of the amendment, modification, or discharge is sought

Article 15
Headings

Section headings contained in this Agreement are inserted for convenience of reference only, will not be deemed to be a part of this Agreement for any purpose, and will not in any way define or affect the meaning, construction or scope of any of the provisions hereof.

This Agreement is entered into the force on _____, 20___ and has been executed by the Parties through their duly authorized officers, and shall remain in full force and effect for a period of three (3) years from the date last entered herein below.

This Agreement is being executed in English in 2 (two) identical counterparts, of which each Party shall keep 1 (one) counterpart.

The Partner :	**Discloser:**
LEGAL REPRESENTATIVE	LEGAL REPRESENTATIVE
NAME	NAME
TITLE	TITLE
_____	_____
By:	By:
Title:	Title:
Date:	Date:

Acknowledgment:

Parties agree that they have read, understood the Agreement above, and agree to be bound by its terms and conditions.

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Annex 3 – Solver Agreement

Note: *Please consider this agreement as starting point and check at local level if is in line with regional laws. The Agreement aims to regulate the cooperation between the Lab (local partner) and the young talents and has to be signed bilaterally.*

This document sets forth the Agreement and Terms of Use applicable to users (from now „solver" of DA-SPACE programme) and .....NAME-DA-SPACE partner..... (from now „partner"), represented by LAB MANAGER NAME in charge for the lab (located in LOCATION) facilities and resources. By being part of DA-SPACE, you agree to be legally bound by the following Terms of Use.

Article 1
Use of Lab facilities and resources

The purpose of the DA-SPACE lab is to provide space and support for young talents engaged in the DA-SPACE challenges and project activities. Users should devote their time in DA-SPACE to pursuit of these activities in a mutually supportive DA-SPACE community. Each members of the community need to behave responsibly and respectfully when using the DA-SPACE facilities and to use the space and resources only for the project´s intended purposes. The solvers are aware of the local Code of Conduct. This has been given to the solvers for akdnowledgment. In the Code of Conduct, the details on how and when use the facilities and resourses are described. The solvers, accepting this Agreement, accept automatically also the Code of Conduct. The lab manager may terminate your use of the DA-SPACE lab at any time in his sole discretion.

Article 2
Intellectual Property Policy between solver and DA-SPACE

The use of DA-SPACE facilities and resources to develop inventions, software, solutions to challenges, copyrighted works or unpatented materials will not give the local DA-

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SPACE partner or consortium any rights in those developments if not set out otherwise by the local regulations. If the Challenge initiator, (from now on "Seeker" such as company, university or public authories which proposed a challenge within the DA-SPACE lab) is otherwise entitled to rights in such a development or solution under DA-SPACE, this has to be detailed via a dedicated Agreement as mentioned in the DA-SPACE Intellectual Property Policy. The default DA-SPACE Intellectual Property Policy see the solver (as part of the team) entitled to the rights related to DA-SPACE Challenge. Any other decision on the Intellectual Property Policy need to be accepted and agreed by the two parties (seekers and solvers) via a dedicated signed Intellectual Policy Agreement.

Article 3

Use of DA-SPACE facilities after the end of the project

Space at the DA-SPACE lab is limited. Teams of solvers are invited to use DA-SPACE space for defined periods (in line with the DA-SPACE lab programme). Depending upon availabilities of space, it could be possible to allow team of solvers to join the space also after the DA-SPACE official programme. The Lab managers is in charge for this decision.

Article 4

Solver´s responsibilities

The solver – not the DA-SPACE Partner – is responsible for his/her own project. The solver responsibilities include, among other things:

- Committ for the DA-SPACE programme (from DATE to DATE);
- Protect any intellectual property that the solver or others involved within the project may develop. Note, for example, that certain disclosures of information about ideas or inventions may adversely affect the ability to obtain patent protection in the future.
- if an Intellectual Policy Agreement has been signed, the solver is responsible for protecting all information obligated to maintain, as confidential ("Confidential Information"). If the solver decides to disclose Confidential Information to others, including to DA-SPACE partners or other young talents who work on projects

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(whether in the DA-SPACE or not), the solver is responsible for securing any such individual's agreement to keep that information confidential.

- Making suitable arrangements and entering into appropriate agreements with the seeker setting forth the rights and obligations of your team;
- Be regularly in touch with mentors to be assisted in the development of the solutions;
- Take part at all DA-SPACE programme and activities (such as Mentoring Programme, Entrepreurship Training Programme and DA-SPACE physical lab);
- Update regularly the lab managers on the activities of the team and fill the report;
- Resolving conflicts involving members of your team;
- The partner is not responsible for safeguarding any computers, equipment, documents or other materials the solver may bring or leave in the DA-SPACE lab. The partner will not be liable for any damage, theft or loss that may occur.

Article 5

Recording

The Partner may make video or audio recordings of workshops or presentations that will be organized and hosted from time to time in the DA-SPACE lab. The recordings may be posted, streamed, broadcast, sold or otherwise publicly disseminated. By attending such a session, the sover consent to the use and dissemination of any such recording, without further obligation or liability to him/her.

Article 6

End of conditions

All the conditions mentioned above will end by the end of DA-SPACE Project (30.06.2019 if no prolongation of the project wil be put in place). The term of conditions and use of DA-SPACE lab will be re-discuss after the end of DA-SPACE project.

This Agreement is entered into the force on _____, 20___.

This Agreement is being executed in English in 2 (two) identical counterparts, of which each Party shall keep 1 (one) counterpart.

The Partner : **Solver:**

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LAB MANAGER	SOLVER NAME
NAME	NAME
TITLE	TITLE
By:	By:
Title:	Title:
Date:	Date:

Acknowledgment:

Parties agree that they have read, understood the Agreement above, and agree to be bound by its terms and conditions.

Basic information, additional information

www.interreg-danube.eu/da-space

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Annex 4 – Challenge Template

Please fill the Challenge Template in each part together with the seeker. It could be usefull to organize a workshop with the seeker to help them understand better how the challenge should look like and the possible output of DA-SPACE lab. Please use the DA-SPACE official document template

1. **Name of the challenge** *(short, powerful and inspiring description):*

   -

2. **Context:** *(what is the background information behind the challenge, what is the state of the art of the sectors, the role of the organization in this context, the target group to whom the solution need to be addressed, etc)*

   -

3. **Problem:** (*What is the problem that needs to be solved, why is important to solve, impact of this problem in the close future, impact of the problem on local or international area)*

   -

4. **Additional info (for internal use):** *(what is expected to be delivered by the team (idea/concept/prototype), what are the specific tools & instruments that shall be used (eg. Programing language etc), what are the asset (as knowledge, materials) will be given to the team*

   -

5. **Skills of the team (for internal use):** *what specific skills shall the team have in order to address the challenge*

   -

5. About the Seeker:

- Description of company/institution:

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- Vision: where do you see the company/institution in 5 years?

- Description of the specific unit/department/function that opens the challenge and how the challenge will be integrated in the company vision:

Tip: Good questions to ask the Seeker when defining a challenge:

- What could be the new strategic areas at your organization?

- What are the BIG problems your organization will solve in 5 years?

- What would you like to learn more about?

- What is interesting for YOU or your team?

- Challenges/problems or ideas/concepts you want to test out?

Basic information, additional information

www.interreg-danube.eu/da-space

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Annex 5 - Team Progress Report

Note: *Please let each Team fill the Progress Report regularly using the DA-SPACE official document template. It can be stored online (e.g.. As google drive document) to be regularly updated by all parties (solvers, seekers and lab manager)*

TEAM PROGRESS REPORT

DA-SPACE LAB - NAME/LOCATION LAB

NAME TEAM

Name Team	Team Members	Contact Person within the Team	Name Challenge	Name Seeker + Mentor Name assigned	DA-SPACE Partner + Lab Manager
Please write the name of the team	Please write the name of each team members	Name Surname Email Phone number Ferella	Please report the name of the challenge	Please report the name of the seekers (as company) and mentors	Name of DA-SPACE Partner + Lab Manager Name

Challenge

Please report the main characteristics of the challenge (content,sector, state of art, other relevant information)

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Starting Point

What	How/Description
Beginning Mentoring Support (Kick-Off Meeting)	Date
State of art of the challenge	What is the state of art related to the challenge(please give a short description)
Competences & Needs identified	What are the needs identified and the competences need to work on the challenge
Goal to achieve	What are the goals the team and mentor want to achieve
Solution proposed	Please specify in general the solution you, as Team, want to implement
Comments	Please add any comments relevant to the challenge/Team etc

1. Roadmap and internal milestones

Please include a Roadmap of your project specify internal milestone and final goal. Include also a timeframe and all relevant inputs/support you might need from extern.

The roadmap can be represented also in an imagine or graph.

2. Mentoring Support & Team activities

Please adapt the table to your need and add rows if needed. Remember that each team should regularly meet (face-to-face or online) or having exchange of emails (at least once per month) with the assigned mentor. Please highlight the mandatory event (such as Kick-off, mid-term review meeting and demo event). For the Kick-off and mid-term

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review meeting, the team need to produce a short report/minutes and need to attach them to this progress report.

What	Duration	Topic/Issue discussed	Material Produced	To do for the next step	Comments
Which type of contact you had (Face2face meeting/ conf call)	*How long does it last*	*Which issues have been discussed?*	*Please share the materials produced for or during the meeting (.ppt, prototype, brainstorming session results, post it etc). the team need to list here the material produced and upload all them in the dedicated folder*	*Please specify the call for action. What you need to do for the next step*	*Specific comments to report*
Which type of contact you had (Face2face meeting/conf call)	*How long does it last*	*Which issues have been discussed?*	*Please share the materials produced for or during the meeting (.ppt, prototype, brainstorming session results, post it etc). the team need to list here the material produced and upload all them*		*Specific comments to report*

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What	Duration	Topic/Issue discussed	Material Produced	To do for the next step	Comments
			in the dedicated folder		
Which type of contact you had (Face2face meeting/conf call)	*How long does it last*	*Which issues have been discussed?*	*Please share the materials produced for or during the meeting (.ppt, prototype, brainstorming session results, post it etc). the team need to list here the material produced and upload all them in the dedicated folder*		*Specific comments to report*
Which type of contact you had (Face2face meeting/conf call)	*How long does it last*	*Which issues have been discussed?*	*Please share the materials produced for or during the meeting (.ppt, prototype, brainstorming session results, post it etc). the team need to list here the material produced*		*Specific comments to report*

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What	Duration	Topic/Issue discussed	Material Produced	To do for the next step	Comments
			and upload all them in the dedicated folder		
Which type of contact you had (Face2face meeting/conf call)	*How long does it last*	*Which issues have been discussed?*	*Please share the materials produced for or during the meeting (.ppt, prototype, brainstorming session results, post it etc). the team need to list here the material produced and upload all them in the dedicated folder*		*Specific comments to report*

3. Results & Feedback on Mentoring Support

Please present the prototype via link (online prototype) or pictures.

What	How/Description
What are the results achieved?	Please summarize the results achieved

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What	How/Description
How did it run the mentoring support?	Comment on the organization of the Mentoring support scheme
Still open needs to work on?	What are the needs still not meet for the team?
Next steps	What are the next step as team?

4. Comments or additional information

Please present the prototype via link (online prototype) or pictures.

The present report has been accepted and the content of it confirmed by the ..... NAME MENTOR .....on .....DATE...

_____

Signature

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Annex 6 – Code of Conduct

Note: *Each regional lab will develop locally a set of rules and principles that will govern the activities in the lab. Topics to cover are suggested below:*

Lab hours
Access in the lab
- who, how, when, with whom else

Open days to the community
Equipment available
Using the lab
- conduct in the lab
- safety orientation
- operating the equipment
- booking meeting space
- software installation
- photocopying
- lost or damaged materials
- personal belongings
- security system
- termination of access

Open Innovation workshops and milestones
- Kick off, progress meetings, Demo Day
- Working with mentors

Training
- modules available
- enrollment in the session

Attendance
- Official meetings: kick off, progress meetings and demo days
- Dealing with passive or missing team members

Compulsory deliverables
- project plan
- monthly progress report
- results (project plan, demo and other project-related material)

Basic information, additional information

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- depending on the project topic: concept design document, some usability (like a usability analysis, user interface specification, usability test report, etc.) or technical documentation (requirements, use cases, etc.). Additional deliverables should be mentioned in the project plan.
- evaluation of the project

Who to contact in case of team conflicts

Accessing international resources & knowhow from other DA-SPACE labs

Confidentiality

IP

Feedback procedure

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Annex 7 Details of set-ups to be accommodated in the lab location

The DA SPACE lab must be able to accommodate different types of activities and set-ups.

Most typical set ups are described below:

- **Presentation Stage Facilities for workshops, Lectures and Presentations**

Encourages sharing of ideas and knowledge. Seating is arranged so that everyone has a good view of the presenter and of the presentation. Tables are not necessary here.

- **Ideation Space**

Requires space for the team to gather and interact with each other. Ideas are built collaboratively, one building on the ideas of the others. People shall be able to see and hear each other well (U shape works, no tables). They need space to move and to display on the walls their ideas. They need empty walls, whiteboards. Seating is not always necessary

- **Meeting Space**

Space shall allow teams to come together and work on their projects. It means having tables that can accommodate 6-8 people together and whiteboard.

- **Prototyping Space**

Space allowing the team to transform their ideas into tangible representations. Here they typically need access to different prototyping tools and materials, such as 3D printer, plotter, storyboards, modeling clay etc.

Examples of supplies to be available in the lab:
- Flipcharts
- Plotter paper can be an option as it allows for creating larger visuals
- Markers (for whiteboards, for writing on post its, different colors, moderate thickness)
- A4 & A3 papers
- pencils, pens
- Different materials for prototyping: glue, colored paper, cardboard, scissors, tape, elastic, clips, LEGO bricks, etc

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Annex 8 -Glossary: Inventions and Innovations[13]

This document is designed as a supporting Act to the Open Innovation Guidelines of the Da-Space project: The Open Innovation Lab.

Invention[14]

An invention can be an activity or a result. An invention can be described as something new, that never existed, or a new solution to an existing problem.Creating or developing inventions requires imagination, analytical qualities, information and the courage to break out of traditional schemes of thought and habitual ways of accomplishing tasks.

Most inventions are related to incremental development of technology, a few will be pioneering inventions or breakthrough inventions. In general, breakthrough inventions (or pioneering inventions) need a lot of incremental improvements (most of which can also be patentable inventions) to become useable products and technology. Usually inventions represent technological solutions, but today an increasing number of inventions are made (and registered) in fields quite distant from technology, such as genetic research, business solutions, Internet applications, etc.

Innovation

Innovation is the process of bringing an invention to the users, to the market place, to industrial application.[15]

Generally put, an 'innovation' is developing a new idea and putting it into practice. It could be also said that:

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[13] Document prepared by the University of Novi Sad and VOICT Novi Sad. Partly integrated with contribution from Institute of Management, Slovak University of Technology in Bratislava

[14] *Inventions and innovations*: key elements in strive for competitive advantages Conditions necessary for creating an innovation friendly environment, WIPO

[15] *Ibidem*

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An innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations.

Fundamental innovation: is a creative idea that leads to a revolution in thinking. Such innovations are based on extensive research, knowledge-driven, theoretically proven and lead to follow-up research and development. Examples of such fundamental innovations include Einstein's theory of relativity.

Product innovation: is a good or service that is new or significantly improved. This includes significant improvements in technical specifications, components and materials, software in the product, user friendliness or other functional characteristics.

Process innovation: is a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.

Non-technological innovations that do not result from scientific and/or technological R&D, but are often crucial for profitably marketing the products and services resulting from the investment made in R&D are: marketing innovation, institutional innovation, and complementary innovation.[16]

Marketing innovation: is a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.

Complementary innovation: is innovation at the edge of current business model. It informs and allows to innovate at the fringe and extend current offerings and services.

Disruptive innovation: is innovation that creates the new markets or customer segments. For example: It's the Netflix upending Blockbuster, smartphones displacing Blackberry or Skype to many telecommunication markets.

Organizational innovation: is a new organizational method in business practices, workplace organization or external relations.

16 Christopher M. Kalanje, *Role of Intellectual Property in Innovation and New Product Development*, WIPO

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Innovation is planned; it doesn't just happen. Therefore, an innovation vision and strategy is essential. An innovation strategy includes effective analytical tools, a realistic view of opportunities, contingency plans etc.

While invention depends very much on the individual and his/her creative mind, innovation is a process that requires team work, excellent cooperation of many different professionals - inventors, technologists, process and product engineers, designers, marketing specialists, lawyers, financial specialists, sales and distribution specialists, and important category – entrepreneurs. An entrepreneur is the play-maker who will realize the business potential (market potential) of an invention and bring together all those involved in the innovation process with the objective of generating benefits from the use of an invention –a new product, an innovative process or technology or a more economical production method, etc.

The success of an innovation will depend, to a large extent, on how much of a competitive advantage it may create, compared to existing products of technologies or processes, used and commercialized by competitors.

Conclusions

In its purest sense, invention can be defined as the creation of a product or introduction of a process for the first time. Innovation, on the other hand, occurs if someone improves on or makes a significant contribution to an existing product, process or service.[17]

Disclaimer:

This document is designed as a supporting Act to the Open Innovation Guidelines of the Da-Space project: The Open Innovation Lab, in a way of providing more information about terms: invention and innovation. In chase these terms do not comply with national law of the states of partners involved in DA-SPACE project, national legislation will prevail. Definitions and examples do not represent personal opinion of the authors, conclusions and assumption can be subject of discussions. This document can be subject of alternation in a form of Annex.

17 We could use microprocessor as an example for distinction between innovation/invention. Someone invented the microprocessor. But by itself, the microprocessor was nothing more than another piece on the circuit board. It's what was done with that piece — the hundreds of thousands of products, processes and services that evolved from the invention of the microprocessor — that required innovation, *The Difference Between "Invention" and "Innovation"* Tom Grasty,https://www.huffingtonpost.com/tom-grasty/technological-inventions-and innovation _b_1397085 .html

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