

NewGenerationSkills Project

Transnational Model for the Innovation Lab (O 4.1.)

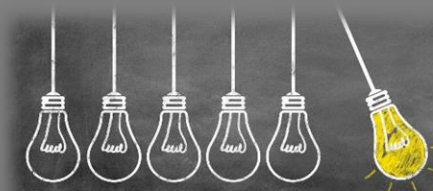


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Introduction

The project NewGenerationSkills aims to develop seven Innovation Labs (IL) in seven project countries in order to upgrade existing cooperation mechanisms between its key target groups of quadruple helix actors. The project will create joint local support schemes that will equip local youth with new generation competences and skills.

Innovation labs are conceived as a physical and/or virtual environment for generating, developing and commercializing innovative youth' ideas through relevant trainings, mentoring and technology put at their disposal, following the entrepreneurial pathway.

Development of Transnational innovation lab model is based on exploration of best practice from EU regarding social impact labs, living labs, idea incubators, business accelerators, social innovation labs and detailed analyses of local entrepreneurial and industrial needs for trainings and services in the Danube region. Transnational Innovation Lab Model is a tool designed to strengthen links of the quadruple helix: it supports the youth in realising their ideas, turning them into ventures, and to co-create with stakeholder, solving societal challenges. The model defines the roles, structures, and methods for community involvement. In order to maximize the benefits for those involved, innovation labs should play a crucial role in accelerating the communication between actors of quadruple helix and encourage highly interactive "two-way knowledge exchange". By offering an environment to enhance the collaboration among young people, innovation labs should be able to support the local economic, cultural and sustainable development for future generations in local municipalities.

The Transnational IL model should respect specificities and differences of innovation eco-systems existing in NGS partner countries.

1. Operational Model of ILs

The core idea behind Innovation lab is to motivate local youth to actively use their intellectual potential to generate innovative ideas, ideas for an existing initiative or a non-business initiative. Innovation lab will be physical and/or virtual space where innovative products and services can be conceptualized and validated then spun out into new venture initiatives. Youth engaged in Innovation lab will get the opportunity to develop and commercialize their ideas. Two main pillars of ILs are:

1. Socially responsible entrepreneurial learning / coaching for motivated youth
2. Match-making to facilitate the development of ideas to socially responsible ventures as well as profit oriented entrepreneurial learning

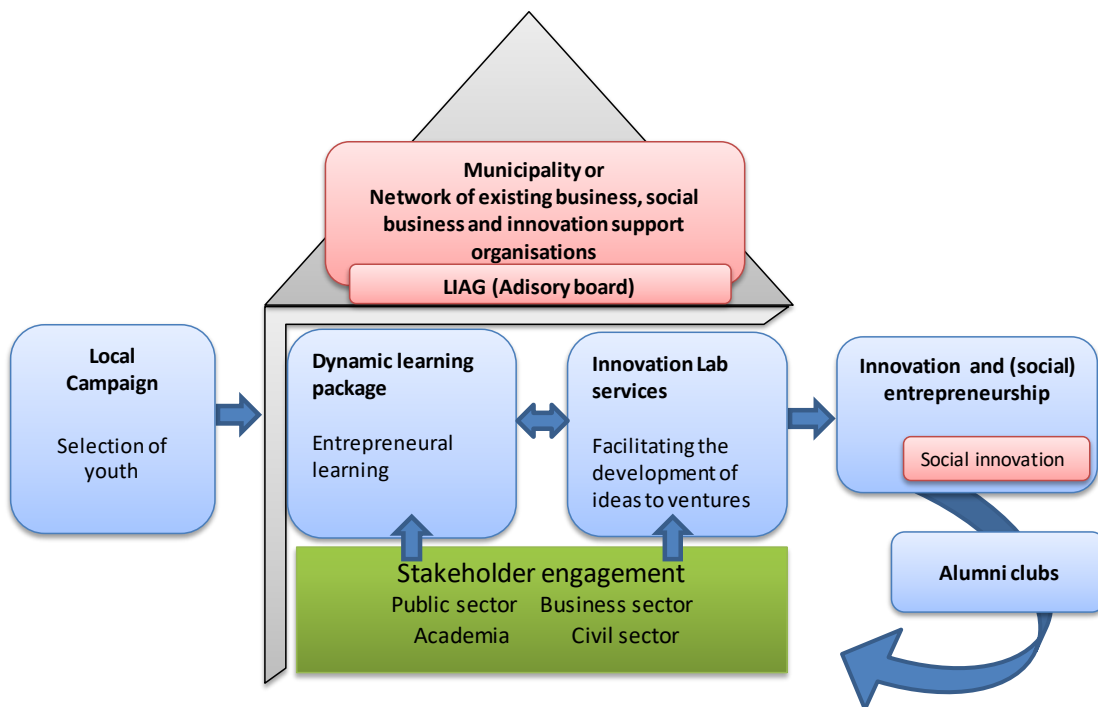


Fig. 1: Local Innovation Lab

First pillar (Dynamic learning package – DLP) offers young people an education entry point equipping them with entrepreneurial skills as well as soft skills and competences beyond the formal education.

This tool targets on motivated, high potential young people that can significantly contribute to innovation and sustainable local growth.

Second pillar will be supported by active mentoring, entrepreneurial skill development and modern ICT infrastructure. During this process, youth teams will have opportunity to be mentored, guided and advised by company representatives. In both cases, intellectual property issues will be treated with utmost attention.

DLP and active mentoring and entrepreneurial learning are interconnected. Active mentoring should support implementation of DLP. DLP should be a combination of learning and mentoring processes so that youngsters will at the end of the day be able to develop their socially responsible business idea to new business venture.

1.1. Infrastructure

Infrastructure can be defined as the basic facilities, services, and installations, or underlying framework or features required for the operation of an Innovation Lab. Infrastructures of ILs will be chosen depending on the environment in which the Innovation Lab is to be deployed and the objectives which are to be achieved. IL should be operated and structured in a way to best use the assets available in the project partner cities, respecting specificities and differences of innovation eco-systems existing in partner countries.

The lab environment is designed to provide full hardware, software, institutional and scientific support for the proper growth of any good youth initiative that fits the IL course of action.

There are three possible ways of organizing the ILs:

- Existing physical infrastructure: building & offices of project partners - entity that will boost the social, business and/or technological innovation in the communities which haven't had supportive structure to social, business and/or technological innovation yet. This entity could be established through restructuring / redesigning of the existing facilities. Owned by the municipalities, building, offices and other facilities already built for different purposes, could be re-allocated for use as ILs;
- New physical infrastructure: building & offices of project partners - new entity that will boost the social, business and/or technological innovation in the communities which haven't had supportive structure to social, business and/or technological innovation yet;
- Virtual infrastructure: Network/Communication channel- partners could organize IL as coordination body which get together all stakeholders' contributors to the development of the simulative environment for business and social innovation created by young entrepreneurs

Existing infrastructure or new building (offices) is conceived as open space that welcome young people who have starting ideas or creative potentials, but who lack skills and resources to realize that potentials. Municipalities should assist with providing the ideal space of ILs or with providing the furniture, fixtures and equipment for ILs. They should also participate on covering of IL operating

costs. The lab environment should provide full hardware and software, training, mentoring and networking support for the growth of youth ideas.

2. Organization and governance of IL

The governance structure of an Innovation Lab describes the way it is organized and managed at different levels. Each IL should be structured and operated in a way to best use the assets available in the project partner cities and match their level of development.

Innovation Lab in each city should be jointly coordinated by partner municipalities and knowledge partners. LIAG, together with municipality and knowledge partners are responsible for setting up and management the IL, ensuring the qualified personal is in charge, adequate venue is chosen, along with organizing the services in the IL. This includes the appointment of IL managers, who will create the framework for the provision of the IL services, building on proactive, intensive networking/awareness rising to bring together fragmented services and involve stakeholders to take active role in ILs. All these activities are steered and directed by LIAG and its manager. Depending on the ownership and organization of ILs, LIAGs can act as an “advisory board” having regular meetings with the Innovation Lab’s management.

Municipalities are the part of LIAG via which they could play central role in ensuring functionality of IL (co-financing, infrastructure, etc.). Regarding the ownership of IL, there are more possible options; accordingly:

- IL could be the ownership of Municipality or
- It could be set up as network of existing business, social business and innovation support organisations that are not owned by Municipality.

Educational, business sector representative and civil sector, involved through the LIAGs should also take an active role in the ILs. Moreover, schools and universities, local entrepreneurs, local SMEs or multinationals with existing youth support programmes, youth support organizations, civil organizations, should be all invited/contribute to the local ILs. The youth, as main beneficiaries of the IL programmes, should provide continuous feedback, contributing to the “fine tuning” of the IL scheme. ILs build on existing services and infrastructure provided to start ups but with the deep focus on the innovative entrepreneurs and projects, connecting the broad range of actors like: small and medium sized entrepreneurs, big companies, business and innovation support organizations, national, regional and international development organizations and institutions as well as universities and other providers of knowledge and skills for innovative entrepreneurship into the unique eco innovation system

3. Funding and Financial planning of IL

As ILs in partner cities have different internal and external environment, it is important to select services according to each IL current situation. Although each service can create tangible and intangible benefits, it would be better if they can consider how to make their short-term and long-term strategies in order to ensure self-sustaining.

At the beginning, each IL should find the way how to cover their fixed cost to operate ILs. Then they can continuously explore more business opportunities or expand the ranges of services, based on the existing reputation, networks, skilled staff, experience and creative people working in the ILs. Also, their intangible assets such as reputation, the number of members, and the benefit of social innovation, collaboration and people's trust should be considered because they require considerable time to develop it.

Therefore, both physical and intangible assets can bring different values to the ILs. Providing subsequent solutions such as the creation of ideas through social collaboration, interactive workshops and expanding networks in the Innovation labs can directly or indirectly provide various benefits to all stakeholders.

Knowing how to identify target youth is essential because ILs can develop various categories of events in order to satisfy youth needs, so doing some research to analyse what advantages ILs can provide and emphasizing the difference of ILs' services should be considered in order to attract more young people.

3.1. Costs Planning

IL requires resources in order to be operational, many of which may be offset through local collaborations and sponsorships. All ILs costs could be summarized into five categories:

Cost of Venue – The venue hire fees relate to whether the IL owns its own space or not. A physical space involves overhead like rent, utilities, and maintenance costs. Looking for possible sponsorships from local stakeholders or municipalities could reduce this kind of costs.

Costs of Space/facilities maintenance – The space should be furnished according to lab needs, by considering the respective equipment needs for office, workshop, and collaborative spaces. Whether ILs has its own space or not, there are costs of electricity, furniture, facilities, etc.

Costs of staff – Each model of IL needs staff to keep the whole IL running on the right track. Volunteers can be a very valuable resource. They can reduce personnel costs.

Cost of network activities - depends on infrastructure model chosen by partner cities, ILs could provide a platform for making connections, or focus on activities that make connections. The biggest differences are in space and relevance aspects. Running connection-making activities require a place for face to face consultations. On the other hand, ILs could provide a platform, which needs experts to design a friendly real or virtual place and staff to maintain an open atmosphere. That means that cost mainly arise for platform design and relevant maintenance fees.

Marketing and communication costs – Each IL needs to spread out and to let target youth know about it. When promoting events, some activities such as issuing invitations to young people by e-mail and social media as well as marketing through various advertising channels such as media, magazines and newspaper, should be considered according to the ILs resources. These activities require costs that should be previously planned.

3.2. Funding of ILs

If IL builds a good reputation by offering a good service over a long period, it might be possible to, in addition to a basic service which is free of charge, offer services that could be charged e.g. for special projects if more intensive cooperation is agreed with a company. Searching for possible sponsors is essential for events, so knowledge of how to approach the potential sponsors and what advantages sponsors can gain from events is required.

Innovation Lab should have several (i.e. more than one, if possible) funding resources, based on:

- 1) Project funding, raised from the EU support programs, national programs which support innovation and entrepreneurship, private and public development agencies, local municipalities and other providers of the financial innovation support
- 2) Private funds raised from companies seeking for fresh innovative ideas in certain sectors. It is usually in ICT sectors where big companies are interested in outsourcing and involvement of the small innovative companies in their supply chain. Representatives of the big company(ies) could act also as the investors in the development of the innovative products on their demand, which is than reliable source of funding, at least for the few innovative projects, attractive from the investor's point of view.
- 3) Membership fees paid by the members of ILs. After the definition of members, ILs could offer membership fees that should be diversified according to different categories of members which could include: young start-ups' which are developing their own ideas using the IL facilities, private companies – medium sized and big companies, consultants as training providers and all other interested parties involved in innovation eco-system.

4. Main actors and role of stakeholders in ILs

As a cross-disciplinary and multi-stakeholder platform for (social) entrepreneurship, collaboration with industry, innovation and commercialization, Innovation lab brings together the following groups of main actors:

- Local youth with creative ideas as main beneficiaries of the IL,
- Municipality representatives,
- Researchers from universities,
- Secondary schools / Gymnasiums
- Entrepreneurs,

- External mentors and experienced practitioners,
- SMEs and big companies,
- Civil sector representatives,
- Experienced engineers,
- Solution and service providers,
- (social) business support organisations
- Media representatives.

These main actors will collaborate in the co-creative environment, cross different perspectives, provide additional expertise and information, and deepen understanding about complex interactions between technologies and market.

In order to build local societies that value young people as active drivers in their own development, different parts of society have to work together. Through the Innovation Lab Model, it will be shown the roles that municipalities, private sector, civil society, research sector and young people themselves play in coming together to address the most urgent issues facing their local environment regarding social entrepreneurship.

The main approach in organizing IL is that it should be based on mutual benefits for all involved parties. I.e. it means that contributors to IL's sustainability should benefit from IL otherwise they will not be interested to provide durable support.

4.1. Municipality

The primary goal of municipalities is to set up, organize and coordinate the LIAG activities. However, apart from that, cities might also provide a great platform for young people to help their ideas come to life. Local Governments and policy-makers need to commit to creating an environment that recognises and supports the active role of young people in society at all levels. Local Innovation Labs will show how Local Municipalities and LIAG can meaningfully engage young people and be the catalyst for coalitions which engage quadruple helix actors in a sustained manner to ensure substantial support to local youth. Benefitting from its good connectivity to the local businesses and academia, the municipality will be able to channel the relevant information about the needs and demands of the market towards young entrepreneurs. Moreover, it will intermediate a better access for acquiring skills and competences essential for the success of their innovative ideas, enabling them to get valuable practical experience through mentoring process facilitated by the IL.

4.2. Private sector

Successful local entrepreneurs are usually well-known and are great influencers too. By sharing their stories via IL concept, successful entrepreneurs might inspire a number of young people to start their own businesses rather than getting employed. Private sector can support young entrepreneurs in a number of different areas, including: mentorship; business skills training; access to finance etc. They should provide personnel for additional services to be operated in the innovation labs such as mentoring, coaching, counselling or tutoring.

Firms and companies will benefit from the group by sharing their insights of the labour market needs. Although the main objective of IL is not an employment, imperfections amongst young people are common for both future employees and future entrepreneurs. Thus companies will be great partners for setting the content of education packages. They will also get an access to young talented people and can develop cooperation with them i.e. through outsourcing, especially in ICT. Finally, these companies will have an opportunity to start and develop new partnerships with universities and other academia as they are involved in the IL too.

4.3. Civil sector

There are many civil organizations that share the same views on young people. One of the purposes of Local innovation labs is to inspire and support other talented youth-led and youth-serving civil society organisations so that they can both increase and improve their work with and for young people. Civil sector normally have the access to the funding resources which are not available to private sector but they could create partnership and apply for funding of the innovative projects supporting youth entrepreneurship, which is again win-win for all involved parties.

4.4. Academia

Academia should provide qualified personnel for the Innovation Lab by lecturing the classes or seminars. Academia will benefit from the group by conducting an applied research, granting an access to young talents and joining the real business environment where they can possibly start and develop new partnerships with other companies. Academia is also double “agent” in this eco system: service (training, knowledge) provider but on the other side it is beneficiary with the access to practice and possibility to introduce their students with the entrepreneurial innovative ideas to IL and develop together commercial product, using the facilities of IL. Depending on the sector of innovation, Academia can be also contributor with their specific facilities to develop innovations in i.e. agrofood sector (like land, equipment etc.).

To conclude, IL should be the place of matchmaking the huge range of resources needed to develop social, business or technological innovation.

5. Activities of Innovation Labs

IL represents the “one stop shop” where the potential young innovative people should come and receive the full range of support. Usually, ILs launch the call for the innovative entrepreneurial ideas, publish them using the social media mostly, as the key communication channel for youth but not limited to them, select the best ideas (usually 10 to 15 maximum), The selected candidates are invited to join the ILs program which could be designed in different ways, depending on the available resources of the IL hosting organization or IL itself, if it is organized as stand-alone entity. One of the

possibilities is to organize two-days' workshops for the selected candidates providing them training in piloting the new product and development of the prototype. The most common methodology applied in this kind of courses is based on the "Canvas" methodology. After that, successful candidates could be offered services of mentoring for a six month, as the minimum period to commercialize the project idea with the great innovation potential.

As local IL has a goal to stimulate and develop (social) innovative ideas and solutions by employing creative potentials of youth, this lab will be involved in various activities:

Educational activities that will help young people to obtain entrepreneurial skills and knowledge necessary for goal achievement: workshops, trainings, case studies, scientific research. These activities will aim to enable lab participants to effectively use their potentials with meaningful actions, in order to bring their creative ideas to the next level. Specific focus of ILs should be/could be on social innovation. Educating young people in the fields of circular economy, digital fabrication, urban sustainability, smart cities and communities + smart buildings with IOT development, etc. should be the main focus of educational activities of ILs. IL should also encourage women's innovation projects and ventures providing to this target group tailor made services like information about the access to finance for women innovative entrepreneurs, B2B events and similar.

Mentoring activities: guiding and helping youth through joint work, consultations and meetings. To help development of young people ideas into business, a pool of mentors (successful entrepreneurs, senior managers, designers, engineers, marketing experts) should be formed. Mentors will have task to help ideas succeed with 1:1 mentoring, giving talks, and advising. This process starts with the match-making events between the youngsters who are participating, and the local entrepreneurs/managers selected on a voluntary basis. These activities are expected to be an extension of educational activities suggested for the lab participants as well as the source of additional expertise. Mentoring activities will provide assistance in specific actions of each team or individual. This service will equip the youngsters with practical experience, connecting them to the realities of the entrepreneurial environment and offering them a number of practical resources that help further inform, improve, and advance their ideas. Mentoring service is closely interconnected with training/education services that are the main focus in first pillar (DLP).

- Pitching events. IL could organize pitching session, where the young innovators presents their innovative ideas before the potential investors, business angels. This activity is win-win for all of three involved parties: young innovator because he/she can get additional fund and commercialize their innovative project, investor who get ready-made project to be realized or supported further and Innovation Lab which justifies its existence before their funders and promote itself as a good opportunity to invest in further.
- Innovation competition which could also attract potential financial and non-financial contributors to IL's sustainability
- Matchmaking events in specific sectors
- Development of On-line platforms for e- matchmaking and crowdfunding as very trendy way in fund raising especially for the projects in social innovations

- Networking activities with the similar IL and other innovation entities in the region, hopefully those which will be established within the project New Generation Skills but also with the other entities with the same mission.
- Development of the synergy with the relevant programs in innovation policy like implementation of the regional Smart Specialization Strategies, national strategies to develop SME's innovativeness and competitiveness etc.

Communication and collaboration activities:

- sharing space and lab resources for ideas development,
- on-site inter-team collaboration,
- networking with other young people and interested companies,
- communicating with mentors,
- university officials,
- market and media,
- preparing and disseminating relevant information and conclusions.

Without proper communication practices, it is not possible to achieve collaboration on the proposed level. Additionally, since various teams will share the same resources, it is expected for new connections and collaborations to be created between the lab participants who would elsewhere be unaware of each other. Networking with other young people, mentors, business angels and interested companies is basis for new connections and collaborations between lab users who do not know each other.

Various software-and hardware-dependent practical activities varied by idea type: concepts development, computer simulations, simple prototype design and testing, project realizations, data gathering and analysis, software testing, multimedia creation, mobile technologies development, service providing, content analysis and many others. These activities are important for IL concept to help youth in pursuing their creative ideas. IL is a place where young people could bring their innovative idea; assess them at the "doorstep" through speedy assessment and thoroughly in a second step, by the IL Jury. The most feasible innovative ideas will be awarded with the support of IL receiving the full range of support services provided by IL.

Different management activities: initiation and design of the projects, fund rising, customer relationship management, internal management: identification of management tasks, organization of team meetings, process coordination, project monitoring and control. These activities are necessary for reliable project realisation, and are result of relevant participants' education courses. It is money and time consuming work, therefore it is important to ensure appropriate funding and sustainability of IL.

6. Durability and Sustainability of ILs

Durability of the IL could be defined as the ability of an IL to perform its required function over a lengthy period under normal conditions of operations without excessive expenditure on maintenance or restructuring, and/or to be able to last a long time without becoming redundant and therefore closed.

Innovation Lab should be permanent entity which durability is connected to the capacity of its members - the actors in the innovation eco system. Therefore, it is recommended to involve as much as possible different sectors representatives, which have an influence on the economic mainstream. Each local environment is dominantly marked by one or a few actors either ICT cluster of small companies or big multinational company, or Agro cluster, University, etc. IL could rely dominantly on one of the most powerful actor – innovation leader or combine equally all of them or majority of them. It is up to the IL management to decide what is the most feasible in order to keep IL durable and sustainable on the long run.

All ILs will have „built in“ sustainable elements which should include:

- „Revolving scheme“– participants that benefitted from the IL services will become active alumni, offering in turn their support to the community and the later participants. Alumni will be asked to share their stories and career trajectories and perform mentorship duties to new and incoming members.
- ILs should develop the cooperation with all relevant stakeholders within the innovation eco system: universities which can provide internships and scholarships, as well as private companies which could also provide to the most gifted young people mentoring, scholarship and other types of support. Business sector represents the most important column of the sustainability because they could provide capacity building of IL while in return; get the access to the talented young people which they can involve in their value chain through outsourcing or other forms of engagement.
- The subsidized space provided by the municipality is the important factor of the overall sustainability of ILs. Institutional support could be provided by other stakeholders like regional and national development agencies and other organizations and business and innovation support organizations. S&T Parks, ICT hubs, Business Incubators established within the Universities and the municipalities as founders, could be also one of the stakeholders important for the sustainability of IL. Innovation Labs could be located in S&T parks/incubators/hubs providing to their tenants' tailor made innovation support. IL are focused to the development of the innovative entrepreneurial ideas of young people with the commercial potential and this focus actually determines the list of stakeholders interested in supporting it and make it sustainable at the mutual benefit basis.

- Besides the initial funding, public sector support is crucial in communication with other local institutions such as schools, employment offices etc. helping the IL to integrate better in the local eco system.
- The wide network of variety of partners provides the good base for the solution of problems.
- It is very important to rise the public awareness on ILs at the regular basis with the aim to attract the support from different stakeholders and involve them into the innovation eco system. Using social media, presentation of the success stories from IL and other PR activities are the tool to attract new supporters and sponsors of ILs.
- Marketing activities are the core of the commercialization of ILs. There is a huge range of the marketing activities to attract potential sponsors from the business sector to support ILs. Development of the marketing strategy could be also “task” given to the young entrepreneurs working in marketing sector and creative industry but also to the students’ team in Academia sector. For example, ILs could become promoter of the sponsor’s equipment, products and services which are used in innovation project development. It is common that big ICT companies support ICT hubs why not the ILs as well, but it is up to marketing team to explain and communicate to audience.

Annex 1. Service portfolio as a One Stop Shop for idea development /concept

The primary idea of 'One Stop Shop' is to support the local youth in their (social) innovative ventures. It consists of a set of services that should be offered by local ILs which are helping the youth in developing and putting in practice their ideas.

Proposed service portfolio should be tested in the local context of the cities, which, with the necessary adjustments, will ensure that the outputs become truly useful tools, producing a measurable impact on the local innovation ecosystem in cities applying them. As a starting point for the IL set-up, each local IL should select a set of services from the portfolio menu, that are potentially the most efficient and best fit to their local circumstances and existing initiatives. ILs can provide complementary services, e.g.: organise meetings with experts/ successful entrepreneurs who can help to improve and advance ideas, match-making between innovative ideas and companies, public services in need of innovation via challenge competitions, hackathons, counselling (e.g. on commercial regulations, intellectual property rights, etc.), networking with innovation stakeholders at local and transnational level, etc.

Through testing different services, ILs will develop improved service portfolios and elaborate long-term operational models. Feedback from testing in these 7 locations will warrant that the ILs, after applying the necessary adjustments, can be fitted to and become functional in a large variety of urban contexts around the Danube Area.

Innovation Lab – portfolio of services

Stakeholder	Technical support/Service	Description of technical support/service
Municipality	Co-working space	Municipalities should provide the ideal space of ILs as well as the furniture, fixtures and equipment for ILs.
	Infrastructure	Infrastructure can be defined as the basic facilities, services, and installations, or underlying framework or features required for the operation of an Innovation Lab. The lab environment is designed to provide full hardware, software, institutional and scientific support for the proper growth of any good youth initiative that fits the IL course of action. The role of the municipalities is of utmost importance for enabling youth with proper infrastructure. In advanced version of IL, it could also provide equipment for the projects in different sectors like: ICT, agriculture, biotechnology, creative industries, services, etc. and others where youth are normally concentrated in that specific local environment.
	Funding	Beside the project funding resources, it is important to find additional sources of funding the ILs. Municipalities should participate on covering of IL operating costs in order to enable the sustainability of ILs.
	Provide data	Statistical data on the youth in the municipality. Data on Youth education, economic, innovation and scientific potential of the municipality etc.
	Local promotion	Local promotion of IL activities is important in order to get an optimal number of youth who want to turn their innovative ideas into ventures. Municipalities should have the central role in promoting the ILs as a “One

	Stop Shop” for youth. It is very important to raise the public awareness at the regular basis and attract the support from different stakeholders into the support network but also into the innovation eco system. Municipalities, together with LIAG should use different promotion and marketing strategies in order to attract as many young people as possible.
Administrative support in communication with other legal entities	Municipality administration should support young innovators to connect with other public and private organization operating in the region.
Assuring sustainability	The subsidized space provided by the municipality is the important factor of the overall sustainability of ILs.
Legal consultancy	Municipality representatives, together with Intellectual property office representatives and other stakeholders, should provide legal services to youth in the field of Intellectual property rights and other legal and administrative issues important for registration the start-ups, in accordance with local special circumstances and possibilities.
Alumni clubs	„Revolving scheme “– participants that benefitted from the IL services will become active alumni, offering in turn their support to the community and the later participants. Alumni will be asked to share their stories and career trajectories and perform mentorship duties to new and incoming members.
Topics for University exams with results for the city	Municipalities often are well aware of challenges that need to be addressed and can foster youth entrepreneurship and innovation by suggesting areas of improvement and more importantly offering to test and eventually use the results. Therefore, municipalities could offer a pool of problems/topics for youth research (university thesis, dissertations, assignments, problem-solving innovative solutions, etc.), which would be used in pending

	<p>Life-Long Learning Digital Academy</p> <p>Advocacy</p>	<p>municipal decision-making.</p> <p>IL could offer digital skills development for all citizens, who should have opportunities to acquire basic digital literacy and upgrade their existing digital skills, at all ages and levels of education. The aim of this service is to increase the elderly's confidence in digital services and to encourage them to use digital tools.</p> <p>Innovation lab is a network place which gets together different stakeholders including the decision makers in the field of social innovation. But the core part of its membership refers to young, innovative entrepreneurs. The management of IL (i.e. coordinator) should have good insight in the needs of (social) entrepreneurs, the bias they are facing in their work and therefore IL could also act as their "agent" advocating for the better business environment for innovative entrepreneurs. IL could create policy papers in cooperation with the partners, recommendations for the supporting schemes to be launched, updates of the University curriculums according to the market needs and many other relevant issues.</p>
<p>Business</p>	<p>Open Innovation Lab</p>	<p>Following the definition of the open innovation as distributed innovation process based on purposively managed knowledge flows across organizational boundaries, using pecuniary and non-pecuniary mechanisms in line with the organization's business model, IL should acknowledge that open innovation is not solely firm-centric: it also includes creative consumers and communities of user innovators. The boundaries between a firm and its environment have become more permeable; innovations can easily transfer inward and outward between firms and other firms and between firms and creative consumers, resulting in impacts at the level of the consumer, the firm, an industry, and society. Therefore, IL should serve</p>

	as infrastructure for networking the young people with innovative ideas, business firms with financial, organisational and other necessary resources for realisation of these ideas, and IP (Intellectual Property) created in this venture should be distributed among actors in predefined but fair proportions.
Space/Facilities including IT and cloud services	Stakeholders from business sector can offer their facilities to IL activities and also to offer their expertise in IT services e.g. development of on-line platforms for e- matchmaking etc. As to other sectors, businesses could also provide different resources depending on sectors. For example, in agriculture, companies could offer their land for the experimental work in the field or their laboratories. It is expected that the business will be interested to provide this facilities to young entrepreneurs because they could also benefit from it, i.e. to recruit talents in their company's pool of talents. Also, special offer by companies could be designed for women's innovative project, which could be also promoted as a part of the social responsible strategy of the companies/corporations.
Financial support	Support to the young entrepreneurs searching for funds and finance of start-up initiatives with the same aim as explained above.
Mentoring	ILs offers, through its network of stakeholders, a mentoring service with the aim of accompanying the youth during the process of setting up and consolidating their business ideas. Mentoring is provided by entrepreneurs and experienced professionals who share, as volunteers, their time and experience with the young entrepreneurs who start their first business venture. Mentoring is based on establishing a space of trust that allows an objective analysis of the challenges facing the new business, strengthening the skills of young entrepreneurs and favouring their personal and

		professional development from the experience of volunteer mentors.
	Coaching	The coach as a facilitator of learning. By coaching, young (social) innovators will have the opportunity to improve their own performance: in other words, coaching service will help them to learn. Proper coaching can help young (social) innovators to ensure that they can handle situations on their own when they arise.
	Special counselling	ILs participants get a coaching tailored to their needs to reach their milestones. In addition, they will be provided with professional consultants (e.g. a marketing expert or a lawyer) for specific topics.
	General information workshops	General information workshops should be organized in the form of regular information meetings and networking meetings. During regular information meetings, general information on how to start business is reviewed. Networking Meetings (where new entrepreneurs meet and exchange experiences) are for youth and entrepreneurs who have already been advised. Other forms are also available like "Open door" for young entrepreneurs with the experts for concrete topic(s), f2f meetings etc.
	Internships	ILs in cooperation with partners from business sector will offer the internship and qualification programs to selected youth who are the participants of ILs.
	Networking	ILs should regularly organize the network events, establish contacts with partners and potential stakeholders and creates space for founding community to network and support on the ground. Networking services is offered in the form of connecting the youth with experienced professionals

	and companies as well as in the form of meetings between new members and entrepreneurs who have already been advised. Common forms of networking for young entrepreneurs is Business or Innovation Café, which can be organized in the partnership with the cafes also run by young people as networking asks for less formal space.
Speed dating	This service should be provided to participants during the matchmaking and pitching events that are going to be organized within the ILs regular activities. All participants will have the opportunity to introduce themselves and present their innovative ideas to the potential investors, business angels and other potential partners.
Employment	Employment opportunity is not the core idea of ILs, but this opportunity is open for all participants and depends on the current need of private sector for new employees.
„Role models“	Role model is a person who serves as an example of the values, attitudes, and behaviours associated with a role. In the context of ILs, role models will be successful entrepreneurs who distinguish themselves in such a way that others admire and want to emulate them. A role model will be the entrepreneur whose behaviour, example, or success is or can be emulated by young people who are the participants of ILs.
Outsourcing	IL and business sector could develop outsourcing model of cooperation especially in certain sectors like ICT. That could be also part of the sustainable strategy of ILs
Assessment centre	In the cooperation with business sector IL could also provide “speedy innovation assessment” as a service to young entrepreneurs which means

	Up to date (Knowledge, Trend)	<p>that their innovative idea is assessed at the “doorstep”, before entering into the further process of development. Innovation assessment can be done by the innovation diagnosis tools which are user-friendly and available on-line and/or by the experts from the companies.</p> <p>Business sector is usually running faster than Academia regarding the novelties in business trends. They could be interested to provide to talented trainings in particular fields, updating their Academia knowledge and make it more applicable in business/practice.</p>
Academy sector	Research facilities	Research organizations and universities should offer research facilities to participants of ILs. Youth will have the opportunity to see and learn new facilities that are used for applied research within the research institutions.
	Trends	Institutions from research sector, especial those market oriented, will inform ILs members about new trends, which are in the participants specific field of interest.
	Expertise <ul style="list-style-type: none"> • methodology • knowledge transfer 	Academia should provide qualified personnel for the Innovation Lab by lecturing the classes or seminars. Experts from universities, colleges and vocational schools should provide theoretical as well as practical knowledge to ILs participants, that is valuable for their ventures.
	Promotion by career centre	Career centres within the universities should take action in promotion of ILs activities and business ideas coming from ILs youth.
	Networking (National/international)	Academy sector should use their connections from international conferences in order to create wide network of contacts that should be useful for IL participants.

	Advice/coaching in the student business clubs	Academia could signpost their talented students to IL or vice versa, ILs could signpost talented entrepreneurs to Academia when the matching has a sense and when it is assessed as mutual benefit cooperation.
	Agreement to accept credit-eligible courses offered by IL and/or other stakeholders	Offer guidance and establish partnerships with IL and other stakeholders to offer credit-eligible courses. Thus, IL can offer a low-risk and convenient way to earn credit toward a university degree.
Civil sector	Volunteers	It is up to IL to decide what services will be charged but most of the providers of services should be based on the voluntary work with other interests than directly financial.
	Societal challenges	One of the ILs focuses is on social innovations which aim at finding solutions for social challenges in an entrepreneurial way. ILs should encourage and empower youth to transform their idea of solving a social problem into a sustainably effective company. Civil sector organizations involved in ILs should play the important role in defining the societal challenges existed in the local communities.
	Awareness raising	Civil sector organizations should use their existing connections with other civil organizations and media to raise awareness of IL activities and its importance for youth in the municipality
	Networking	One of the purposes of ILs is to inspire and support other talented youth-led and youth-serving civil society organizations so that they can both increase and improve their work with and for young people.
	Training/knowledge	Additional support to youth by providing training courses offered by civil sector organizations especially regarding the social entrepreneurship and

		social innovations which could be developed in the partnership of civil society organizations and innovative entrepreneurs from IL with the ILs coordination.
	Access to funding	Civil sector normally has the access to the funding resources which are not available to private sector but they could create partnership and apply for funding of the innovative projects supporting youth entrepreneurship, which is again win-win for all involved parties.
	Creativity (Problem solving)	Civil organizations are normally experienced in social issues with the expertise in different social aspects. Therefore, they are good resource in creating innovative partnerships in problem solving and finding creative, innovative solutions often related to social entrepreneurship like: circular economy, ecology, health prevention, support and services to elderly and disabled people, single mothers, drug –edicts, water supplying, energy efficiency etc.