



Interreg



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DA-SPACE



Output 6.1 Sustainability strategy

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Output 6.1 – Sustainability strategy

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Introduction

Sustainability is often one of the big challenges for EU-funded projects. How to secure continuation of activities after EU funding stops? Where to turn for support and resources? How to secure viability of the project's results, once the EU scaffolds are taken away?

These questions are a common place among consortia, and for a good reason.

DA-SPACE consortium was dealing with Open Innovation Lab and an array of activities which targeted various stakeholders and groups, just like many other EU and non EU-funded initiatives. One advantage of this Project was that the consortium members each were deeply rooted within their communities and triple helixes, which made it possible to bring about some quick wins – yes, but more importantly: significant positive effects among target groups, as well as some unexpected (or unplanned) target groups, such as public sector.

Inputs and integral parts of the Sustainability Strategy are regional sustainability plans, made by each of the consortium members in accordance to their local environments and capacities. These plans we present in the following pages, as the Projects' outputs, but also as a good illustration of the Projects activities and effects. The regional plans reveal how the Project affected local communities, what has been learnt, and how the partners can keep this fire burning for long period to come.

Of course, these plans aim to ensure sustainability of each Open Innovation Lab and other actions piloted in the Project's framework, and to explore communities' and consortium members' potentials to sustain the labs, and develop business models for each of them.

As pointed out, the local sustainability plans provide for foundation of common sustainability elements, given in the last chapter of this document.

When compiling regional sustainability plans, the consortium members covered step-by-step the topics listed below, aiming at creation of the Operation Model:

- ✓ Involvement of triple helix players
- ✓ Seekers & solvers mobilization
- ✓ Finances that need to be raised
- ✓ In-kind support
- ✓ Training models
- ✓ Partnerships
- ✓ Infrastructure/personnel
- ✓ Communications/dissemination
- ✓ ...

The following parts of the Operational Model were required for regional plans, as pre-determined at the consortium level:

- (Social) Value Proposition
- Beneficiaries (Target Groups)
- Relationships
- Channels
- Key Activities
- Key Resources



Local sustainability plans

Regional Sustainability Plan, CTU Prague

(Social) Value Proposition

The cooperation of universities and companies, the involvement of practitioners in the educational process and the implementation of knowledge from the business sphere into the fields of education is a long-term trend in the development of education. These ideas are included in the Strategic Plan for Higher Education Development 2020, as well as in the CTU Long-Term Plan. To create this collaboration, it is important to build platforms to meet each other and establish collaboration that benefits both parties. It is important for business representatives that the graduate is best prepared for the work process, not only in terms of knowledge, but also have the necessary skills and competences to best manage the assigned tasks. For the student, for his / her employability in the labor market, he / she has gained experience in solving the practical tasks on which he / she cooperates.

The OIL system has proved its worth at CTU and we will continue to do so at the local level, within the school, when we plan to extend it to other faculties, but we are implementing a Czech Israeli cooperation project based on DA SPACE principles. The most difficult task is to establish partnerships with industrial partners to engage in OIL activities.¹

Beneficiaries (Target Groups)

At the local level, we intend to continue with the same type of beneficiaries. For the time being, we have successfully established cooperation between middle employers, start-ups and the banking sector. The main challenge is to promote the OIL concept to employers of different disciplines and sizes. The problem of small businesses and start-ups interested in involvement is the lack of funding and the lack of human resources for similar projects. Large firms investing in development and education, in turn, have a large number of long-term activities in this area and are difficult to penetrate and offer something new.

Relationship

The main motivation for students as solvers is for the future to make business training lessons part of accredited degree programs and they receive credits for them. If they were to attend training beyond their study requirements, many would not be able to afford it for reasons of time. Otherwise, students consider this type of work interesting and beneficial to gain better employability in future employment. On the contrary, it is beneficial for employers to work with a student as a future employee of their company and prepare them for practical tasks for the future profession. In the future, CTU incubator will contact a student and employer to create a platform for such meetings.

Channels

Promotion of target group cooperation will take place at various school events - Open Days, Innovation Week. By default, the CTU incubator will promote collaboration on its Web and Facebook pages and within its communication campaigns for collaborative platforms. At the same time, this concept will be designed for other ongoing international projects on bilateral cooperation - already the Czech-Israeli project.



Key activities

Entrepreneurial training will become part of an accredited degree program at the Faculty of Informatics-in Software Engineering. See Annex for the ongoing international Czech Israeli project.

Key Resources

How to offer our key activities

- Internal communication campaign,
- Selection of specific universities and industrial partners,
- Presentation of successful commercialization results,
- Creating marketing materials.

So far, the financing of the running Czech Israeli cooperation project has been secured.

Partnership

- University in the Czech Republic / cooperation with the University of Economics /Foreign University-Israel, Slovakia and others
- Industrial partners of key companies - automotive, telecommunications, banking sector
- SME- Communication through CTU Incubator
- Cooperation with professional associations is being considered – Chamber of Commerce, Confederation of Industry and Transport
- For international cooperation - Chambers of Commerce- Czech German, Czech French... etc.



Regional Sustainability Plan, STU Bratislava

(Social) Value Proposition

The STU in Bratislava has been oriented not only on the research excellency but also on cooperation with business practice and support of entrepreneurial mindset and activities among its students. Therefore it established and supported the activities of the STU incubator of technology and development of university spinoff companies more than a decade ago and achieved relevant results in this field. These activities are coordinated by the Unit for Collaboration with Business Practice managed by one of the vicerectors of the STU. The establishment of the Open Innovation Lab at the Faculty of Informatics and IT (FIIT) within the DTP DA-SPACE project is another step in this direction also due to the fact that IT sector appears to be the most innovative one in the Slovak economy. This project also fits well in the running national educational programme “Let us innovate” managed by the ASP of the DA-SPACE in Slovakia - the Slovak Innovation and Energy Agency.

The value proposition of the Open Innovation Lab consists in:

- Promotion of the concept of open innovation within the STU and initiates collaboration with other business partners,
- building of physical space providing favourable and stimulating environment for the co-creation activities, of student teams (the Solvers) on the one hand and businesses and public organisations on the other hand (the Seekers) in solving practice-relevant challenges,
- Motivation and space for closer collaboration of the FIIT and Institute of Management (IM) within the STU in entrepreneurial education and training of the FIIT students,
- Providing space for networking and various events developing entrepreneurship and innovation skills of students and teachers,
- Knowledge, skills and experience (IT blended with entrepreneurship, innovation and IPS) gained during the activities in the Lab enhance the employability of students and their career prospects,
- Space for collaboration / possible extension of activities of STU Incubator of Technology.

Beneficiaries (Target Groups)

The FIIT have realized well the value of work of student teams on the challenges relevant for business and social practice which was reflected in the FIIT study programmes still before the DA-SPACE project. They plan to carry on collaboration with the similar beneficiary types as we did during the DA-SPACE project, i.e. businesses, public authorities, NGOs, and other universities. We had involved these entities in the educational and research activities of the university already before the DA-SPACE project which helped accelerate this process realizing that such systematic collaboration can bring benefits to both Seeker and Solver parties. The Seekers can get from this collaboration valuable solutions or solution approaches to their problems and Solvers will enrich their professional skills and expertise from the solution process under the guidance of experienced experts while solving relevant challenges of business practice. The main challenges in this field remain (a) promotion of the OIL concept to the new Seekers and (b) recruitment of the new Solvers (predominantly among the STU students (preferably at the level of completed Bc. studies). Another benefit may arise from the personal and professional contacts created during the Staff Exchange activities of the project which will continue in the future periods.



Relationship

The Open Innovation Lab is a platform for building relationships (contacts and networking) between the Solvers (young talents) and Seekers where the students can also improve their entrepreneurial knowledge and skills either within the existing study programmes or beyond their study requirements.

As for the relationship with the Solvers. In the beginning of the academic year (September-October) Bc students at the FIIT are addressed with the offer to form their own teams for solution of business challenges or their own challenges in the IT sector. The next steps of this process are: formation of the teams, motivation letters of the teams on the selected challenges of interest, final allocation of challenges to the teams, organization of the entrepreneurship training in a similar form as facilitated within the DA-SPACE project combining lectures, self-study and learning by doing in the teamwork using the SCRUM method and Agile software development. The results of the teams are monitored and supported by co-mentors (one is a FIIT teacher and the other - employee of the Seeker organization). The solution results will be presented in the student conference and contest in April to June. Most of the students consider this type of work interesting and beneficial to increase their employability in their future jobs.

As for the relationship with the Seekers. In July - August the potential Seekers are addressed to put forward relevant business challenges for the FIIT students at the Bc. level. In September these suggestions are evaluated at the faculty and final challenges are selected to be offered to students Solver teams. The Seekers usually offer also their employee as mentors for the Solver teams. These mentors are instructed by the FIIT mentors on the whole educational process of team solution of business challenges, they cooperate and support the allocated Solver team on an as required basis. The Seeker mentors may participate later as members of the jury evaluating the solutions of the Solver teams in April - June. This involvement of the Seeker employees is beneficial not only for the Solvers but also for Seekers as potential employers who have a sound chance of testing Solvers' competence as a future employee of their company and prepare them step by step for practical tasks in their future professional positions,

Channels

To raise and maintain awareness of the STU Open Innovation Lab with the Seekers and the Solvers there may be used the following promotion activities:

- Good personal and professional contacts between the teachers of the FIIT and IM and businesses or public authorities, e.g. through the relationships to the alumnae.
- Internet pages of the FIIT and IM,
- Internet page and social media channel (Facebook) of the STU Incubator of Technology,
- Collaboration between the Lab and STU Incubator of Technology in organizing IT and Entrepreneurship trainings, startup contests, exhibitions, e.g. Tech Inno Day or ITTR conference and similar events,,
- Articles and contributions in the STU publications, e.g. Spectrum,
- Meetings with potential and new seekers,
- Promotion of success stories in IT and business in Slovakia and abroad.

Key activities

There are three options of continuation of the Entrepreneurship training withing the process of team solution of business challenges in IT sector:



1. Embedding elements of entrepreneurship education in the existing courses at the FIIT or within the STU in Bratislava, (tested in 2017/2018 and 2018/2019 within the DA SPACE project, e.g. in the course of Management of Software Projects (inclusion of Business Models and Team Management, ...) or the course Team Projects (inclusion of SCRUM, Team management, Agile software development, Business Planning, ...).
2. Development and Implementation of new entrepreneurship-focused courses, e.g. Innovation-driven Entrepreneurship in the IT industry (tested in 2017/2018, and started in 2018/2019) with a group of 40 FIIT students at Bc Level.
3. Collaboration with the STU Incubator of Technology in transforming successful student team projects with business potential in the startups for the STU Incubator of Technology.

Key Resources

Physical resources for the key activities:

- Open Innovation Lab space and adjacent faculty library

Human resources for the key activities:

- Student Solvers with adequate level of competence in the IT (completed Bc education) with a need to extend and improve their entrepreneurship and innovation skills, - FIIT and IM teachers acting as mentors in the process of solution of business challenges.
- Seeker employees acting as co-mentors of the student Solver teams or also as jury members.

Relationship and information resources for the key activities:

- Good personal and professional contacts to the Seeker organizations and their employees (especially through FIIT alumnae, conference, workshop and seminar contacts, etc.)
- Formulation of relevant business challenges from the Seekers manageable by Solver teams within one academic year.

Financial resources for the key activities:

- Minimum if the whole project is embedded in the study programme as a study course. This has been achieved during the past years and the project duration in the courses Team projects and Innovation-driven entrepreneurship in the IT sector). Syllabuses of the courses are available on the internet site of the AIS STU:

https://is.stuba.sk/auth/katalog/syllabus.pl?odkud=;zobrazit_sklad=0;zobrazit_obdobi=0;obdobi=;zpet=/auth/katalog/index.pl?fakulta=21070,obdobi=261,jak=dle_jmena;predmet=335125;typ=41;jazyk=3;vystup=1;lang=sk



Regional Sustainability Plan, Croatian OIL

(Social) Value Proposition

When focusing the importance and the social value of our target group and the stakeholders we have to put emphasis both on the seekers as solvers as a connected segment, the functional system we aspire to create is the result of the common benefit. Besides the physical space we acquired during the project we've also managed to get a broader interest and acknowledgment of the open innovation labs by the public. What, at this point, we lack and will be the further focus of our work is in finding a concrete usage of the solutions that result from our OIL's in the practical business sense, but also on the University level where such work could be an addition to the regular university credit system. Further needs are continuation of the strengthening the cooperation among business, public and academic sector, in order to enhance the entrepreneurial culture on a local level and to create further value and benefits.

Beneficiaries (Target Groups)

Beside 26 young talents from Croatia, 4 local SME's, 3 PA, 4 Business support organizations, and 2 large companies, within the DA-SPACE project we reached the following target groups:

Polytechnic Pula - College of applied sciences and Pučko otvoreno učilište (Public open school) - both of them played a crucial role in attracting the seekers to Croatian OIL.

Savjet mladih grada Pule, Alumni Association, Institute for science technology, Student Centre, Student Association, Student Business Incubator, University career development center were supporting the activities within the lab, and helped us in the search for the seekers and solvers with their contacts, cooperation and channels.

Relationship

In Croatian ecosystem the target groups are rarely interconnected outside of the regular labor market. Our main focus is in finding a long term funding of the initiative. This recommendation allows the needed stability and the time needed for the project's continuation, but also to disseminate the results.

Having a long term cooperation offers a chance to adapt the findings, according to the needs of the specific ecosystem, but also offers reliable partnerships based on mutual benefit and a long term relationship. Our plan is to maintain the relationship by joining a wide range of collaborative consortiums both nationally and internationally in order to exchange best practices but also skills and technology.

Channels

Our plan is to raise awareness by adapting to the target group needs. Firstly, we will focus on increasing the knowledge of our labs through our social media and press campaign that we will continue as during the project duration. It is important to be able to spread the information to the broader public, UNIPU already has a broad network of students and alumni to which we will continue sharing information about our OIL and the previous experience. The ISTRIA partner, as a PA, will be able to get more political with the concept of putting the concept of open innovation practices on the political table. The additional benefit we have from this project duration are the 7 video clips, officially made about the OIL's and the activities among the solvers and seekers. All of the video clips will be available and broadcasted on different events organized by the UNIPU and ISTRIA partners and therefore will be able to reach a broader public.



The projects video clips are currently broadcasted on a TV screen in one of the main buildings of The Region of Istria, and shared also by UNIPU with the use of social media.

Key activities

Considering the positive results of the two lab's cycles, the sustainability of Croatian Open Innovation Lab is planned as well as an extension of the lab's work after the end of the project. The concept of the Open Innovation Lab will be continued through the university's services, and adjusted to the needs of all actors involved. This also involves a sustainable business model able to guarantee the prosecution of lab's activities, and further sustainable cooperation with actors in the region to maintain the innovative ecosystem.

The most effective aspects and critical to success of the regional OIL are certainly good cooperation with the seekers, and involving of business and public sector in a way that we achieve common goals through the OIL activities. A comprehensive analysis of the needs and requirements in the local ecosystem is the starting point, so all activities could be effectively directed to the aims of OIL.

On the other hand, involving the students in this kind of interactive cooperation and mentoring system, with innovative learning methods included, will continue to increase the quality of their preparation for the labor market. This way, the activities could be successfully used in the future with the aim of reducing the brain drain and enhancing the entrepreneurial culture in the region.

Key Resources

At this point the key activities will continue through the regular activities of the University of Pula and the integration of the experience in the regular learning system. Unfortunately, we cannot count on any specific financial support at this point, but will focus on finding additional financial options for the future. In the future, possible option could be the sponsorship by the big companies in the region.

Regarding the human resources, the activities will be continued by university staff, through the University Career Development Center and with the support by other services at University (Institute for science and technology transfer, Alumni association, Student Centre, Student Association, Student Business Incubator, etc.), as well with the support by the Region of Istria.

Considering the university's extensive experience in international cooperation, the key activities are planned to be internationalize through our previous connections, mainly university partners.

Our current focus is to provide support to redesign or modernization of the existing curricula, the agenda needs to establish a strong connection with the local context but also taking into account the global context. Incorporating the academics, Public authorities and SME's.



Regional Sustainability Plan, VOICT

(Social) Value Proposition

The value inherited from the DA-SPACE project, in form of both Open Innovation Lab and legacy from published calls and the results they brought, reflects in longer term benefits for local community, in terms of established infrastructure for building tighter bonds among triple-helix players - especially regarding connections between business players and their needs on one side and student population, future/potential employees, who got the opportunity to showcase what were they capable of. After the two pilots of OIL, the need for tighter cooperation of businesses and educational institutions was identified. On that track, the OIL concept of cooperation and examples shown through the Project, showed the way forward for such cooperation, while the Project's local partners are now positioned to further this relationship by replicating activities from the Project within the local community.

Beneficiaries (Target Groups)

It was interesting to see involvement of public utility companies as seekers in our OIL. These organizations are run with public money and governed by appointed managers, and (at least in Serbia) they usually do not follow common business practices that are characteristic of private sector. Rather, those organizations are usually cumbersome and plagued with myriad of problems inherited from the times when this country was socialistic and public government used to be the norm. The entities from this area who got involved in OIL showed less understanding, but more interest in what can be achieved via OIL challenges.

Along the same lines, public administration - its various agencies - were identified as another potential target group. The work of these institutions has serious implications on everyday quality of life for citizens and business for businesspeople, and therefore we intend to offer more opportunities in our OIL for them to improve their performances and reach innovative solutions for their scope of work.

Relationship

Since VOICT was founded not just by businesses, but also with participation of educational and public sector, we intend to use our position of triple helix organization to maintain connections established during the Project, as well as to establish new ones. Proximity (organizational and geographical) to the public sector players, coupled good existing cooperation with educational institutions, and businesses that are in our DNA from the start, we intend to generate new challenges.

Responsibility for these relationships in function of OIL is clearly with VOICT, and we will use the experience from the Project to organize future challenges. Already good visibility of our OIL at the University will be intensified through business-education boards that exist at the main educational institutions and involve numerous successful businesses that recognize those boards as a good way to approach student population and target future employees.

Channels

As already stated, Vojvodina ICT Cluster is a triple helix organization, which means that we have partners in each of the three areas, making it relatively easy to reach current, and possibly future, target groups. At the same time, we will raise awareness about the lab through our communication channels (including the corporate web site, social media accounts, mailing campaigns, electronic and printed media connections), as well as marketing - toward increasing visibility of the OIL and challenges, attracting players from the core groups of employers and future employees.



Another point to use will be rallying businesses (and public sector organizations) around idea to create prizes and others forms of recognition to the most successful solvers, and motivate future participants to follow, apply, and participate.

Key activities

Vojvodina ICT Cluster has its own units for dealing with projects and Life-Long-Learning activities: Project Office and Cluster Academy. Almost a decade long experience in these two branches of our activities will be a great source of inspiration and support to future OIL activities.

On one hand, the Project Office will be at the disposal to solvers in helping them in their approach to seekers' challenges, organization of their work, and managing activities and resources. This will provide population of solvers with strong support and more confidence in dealing with challenges. On the other hand, the Cluster Academy will intergrate trainings and courses targeted at boosting solvers' abilities and knowledge, especially in the field of entrepreneurship. Hence, curricula for project management and business skills will be included and put at disposal of solvers. But solvers will be able to benefit from these novelties in our offer, as many of them need improvement in project-related activities, as well as insight into entrepreneurship topics.

Maybe the most important legacy of the Project is the platform we created for bringing businesses and students together, and regular meetings, each with its own main topic, will be organized in future.

Key Resources

The Project has left us with a workable organizational framework for Open Innovation Lab, along with some equipment that will be put to further use to the same goal. As infrastructural preconditions already existed, combination of the two provides for initial framework to work on in future.

For additional material and financial resources, we will turn to two main sources. Businesses will provide mainly intangible assets, such as expertise and sources of challenges. On the other hand, public sector will provide, through existing (and hopefully new, inspired by the Project) financial sources aimed to be support to the OIL activities - training fees, utilities, catering etc.

In the end, we will use our own existing resources needed for visibility and awareness-raising, in the form of our communication channels, existing relationships with educational institutions, media outlets etc.

The governance structure should remain horizontal and open, in order to include the widest possible partnership network, providing sense of ownership to as many stakeholders as possible.

Key partners in the region:

- Companies, members of the cluster
- Companies, members of other clusters
- Non-associated companies
- City of Novi Sad



- Provincial Government of AP Vojvodina
- Faculty of Technical Sciences Novi Sad
- Faculty of Natural Sciences Novi Sad
- Faculty of Economy Novi Sad nad Subotica
- Bilateral donors (GIZ, USAID, Swiss Development Agency, ADA etc.)

New EU projects are another important factor of support for future activities.





Regional Sustainability Plan, TUS BG

(Social) Value Proposition

The main focus of the project is to meet science with real business and to produce synergy and working model for innovation activities which could have applicability in the real life and especially in the local economy. The main outputs of the project (established networking channel between seekers and young solvers; trained students, build innovative infrastructure, tested working model, working channel of sharing innovations), create valuable environment of solving innovative and technology needs, stimulate students for creative, interactive and workable activities which prepare them self adequately for their future professional life. The symbiosis between science and business needs, meet in a productive way targets groups and key stockholders. Specifically, in Bulgaria a well working partnership has been developed between TUS and GIS as business support organization, which mediates between target groups and creates innovative environment.

Of course, taking in mid different key industrial sectors, the open innovation labs need more space and equipment and much more involvement of business organizations and related public authorities.

Beneficiaries (Target Groups)

The main target groups are:

1. SMEs - SMEs on the territory are not enough open to innovation way of thinking, to invest money and resources on innovative products, technologies and services. Main needs of local SMEs are to increase their knowledge and competences on how to create innovations, how to cooperate with institutions (universities) in a process of solving problems and creation innovations.
2. Students - the students in Bulgaria are quite large number but they need adequate innovative and research environment and support to develop adequate skills and abilities. Other need is to involve students in a working environment, in order to better application of their theoretical knowledge on practice.
3. Business support organizations - BSOs need development and improvement, adequate state support and better focus of their activities, in order to interact as a mediator between business, universities and government.
4. Science institutions - Universities, Institutes, Research center, Innovation Laboratories, Academies - it requires better relations between them and society, more efficient approaches, stimulate th partnership with business and more active project related initiatives.
5. Related public authorities - PAs are debtors to the economy, science institutions and innovative environment at all with better legal framework, more innovative related approaches, better understanding of needs and adequate support of above described target groups.

Relationship

Science institutions and BSOs are the main mediators between all target groups and could establish, maintain and offer variative and efficient environment where all interested target groups and key stakeholders meet their needs and interests. BSOs have significant role to identify potential possibilities and to establish productive environment for generating partnerships with innovative thematic through working networks, training activities, project initiatives, consulting and expert support, information support, analysis and research activities. The open innovative environment requires more active participation on the behalf of higher education organizations, stimulating programme for students (as Erasmus, Competitiveness and etc.),



adequate state and regional support, more well equipped innovlabs spaces. One of the critical elements is to ensure adequate financial support of this activities - several EU funded programmes in Bulgaria offer such possibilities - as Erasmus+, Competitiveness development, human resources development, Science and Education) and several transregional ones like Horizon 2020 and similar. The other important element which needs serious improvement is to develop network of sustainable working start-up support organizations, innovative start-up hubs, related training centers and adequate on-line information portals for exchanging ideas and demands.

Channels

Establishment of working and efficient networks and exchange information channels become basic tool for reaching target groups, to share ideas, to exchange practices and knowledge.

We could maintain adequate open innovative environment through:

1. Well established network between all innovation labs - at state and international level
2. Participating of international professional and/or innovative networks and organizations
3. Using of efficient on-line platform for exchanging of information, initiatives, searching partnerships, expertise, knowledge, learned lessons and share ideas.
4. Organization of regular thematic seminars, workshops, round table and training sessions.
5. Participating on related conferences, exhibitions and presentations.
6. Development and implementation of innovation project initiatives with sustainable outcomes.
7. Attracting target group through visibility and dissemination of successful stories, available innovative infrastructure, open working spaces.
8. Develop of working communication channel between business entities and organizations, BSO and students for further professional realization.
9. A new open innovation cluster/hub will be created, which will be the successor of the DA-SPACE project in Bulgaria
10. Presentations on Youth Scientific Conferences attended by potential seekers and solvers (MIT - annual)

Key activities

The main activities of TUS and GIS concerning sustainability of the project outputs and regional OIL will be:

1. Continuing excellent partnership with each other, together with other higher education institutions and research centers.
2. Spread project outputs to other Technical Universities in Bulgaria and in the region for extension regional coverage of open innovative environment and possibilities.
3. Continuing involvement of related public authorities (Ministries of Science and Education; Economy, key Municipalities, Regional Agencies for Development) for better support and improvement of legal framework and institutional environment for innovation activities.
4. Integration of interested parties in various project initiatives with concrete innovative thematic.
5. Monitoring of EU funded national, cross-border cooperation, trans-national cooperation and other programs on EU level and through available networks to involve different interested parties and create project partnerships.
6. Implementation of different training, research, analysis and information activities for increasing knowledge, skills, innovation and communication abilities and competitiveness of key target groups.



7. Supporting process of establishment of innovative regional clusters, start-up centers and improvement of innovlabs infrastructure and environment.
8. Providing of different kind of consulting, technology and innovation services to target groups.
9. Maintaining of thematic web page and info portal.
10. Organizing of various events - round table, seminars and workshop with specific related thematic.
11. Continuing to improve one of the main GIS activities to stimulate transfer of innovation and involve business environment in the process.
12. To support sustainability of created open innovlabs spaces and support it improvement.
13. Discussions with current and former TUS students from student organizations (ESTIEM, BEST, AIESEC) experienced in entrepreneurship and open innovations

Key Resources

The main resources which are important to ensure adequate implementation of activities are:

1. Professional and expertise human resources - TUS and GIS has well established team with various technical innovation and project expertise;
2. Adequate related IT infrastructure - cloud spaces, hardware, software solutions, web-based solutions.
3. Network of freelancers for various demanded professional expertise - GIS is a typical BSO with innovative focus and stable relations with scientific and educational institution which could cover all expert needs.
4. Open Innovation labs - improvement of lab infrastructure with different equipment through different funding possibilities.
5. Innovative cluster and start-up open spaces.
6. Available EU funding possibilities for future project initiatives for covering financial needs for the above resources:
 - a. National operative programme (NOP) Innovations and Competitiveness
 - b. NOP Human Resources Development
 - c. NOP Science and Education for Smart Growth
 - d. NOP Initiatives for SME
 - e. Erasmus+
 - f. Programmes for Territorial Cooperation - Cross border programmes (North Macedonia, Serbia, Greece, Turkey, Romania, Black Sea), Transregional programmes (Danube, BalkanMed).
 - g. Horizon 2020
 - h. Other EU level funded programme - Smart Cities
7. State support, business union and entities support for innovation initiatives.



Regional Sustainability Plan, ULM DE

(Social) Value Proposition

After two successful pilot runs of the open innovation laboratories, it can be said that the added lies above all in testing the method. The topic of open innovation and entrepreneurship was of great interest to many of our target groups because they have not yet carried out this type of cooperation themselves. The test of the open innovation method was therefore the first priority of the seekers to see what it means to work in co-creation, what time is needed and how to integrate it into the company. In addition, connection to young talents was very important to the Seekers. On the side of the young talents, the added value lays primarily in the interplay of challenges, in some cases, of topics of other disciplines. Furthermore, they get the opportunity to work closely with real companies on real case studies.

For administration, the great added value is the use of a new method. The aim is to work across departments. Design Sprint is intended to quickly develop solutions and prototypes that then can be tested and gradually improved.

Beneficiaries (Target Groups)

Young talents: During the test phase, we tested the Open innovation approach on two different target groups of young talents. We conducted the first round together with students from Ulm University of Applied Sciences, the university has a technical orientation and there are a lot of dual students overall. Through DA-SPACE, however, they have also gained insights into other companies and fields of study. We conducted the second round with talents from the aicher-scholl-kolleg. School leavers have the opportunity here to make an orientation year in order to prepare themselves for their future career choice of studies. In comparison to the university students, a greater creativity could be established here, however more specific specialized knowledge was less prominent. Depending on the challenge, both target groups fit in very well with the open innovation approach.

In addition to small companies, large companies were also interested in DA-SPACE and took part. The city council of Ulm also tried out the open innovation approach for itself and gave the innovation laboratory a challenge.

Relationship

Young talents:

- Students at Ulm University of Applied Sciences are motivated to participate primarily by the participation of interesting companies. Students are of course also motivated to participate in such a format by being closely integrated into their semester structures. Therefore, in this case, a separate cross-faculty lecture was created in which the concept of open innovation laboratories is maintained. In interdisciplinary teams, students will work on case studies of companies, and get to know creative methods such as desing thinking and the like (according to the entrepreneurship training).
- For the collegiate, we have hired an external trainer (lab manager) to conduct the training. Although the interest on the part of collegiate was great, the concept and the offer to maintain it, a further implementation is unfortunately not possible for us, because permanent financing would be necessary, which could not be found at the moment.

Seekers:



- The participating companies were definitely interested in further implementation of the open innovation laboratory. Since the continuation of the open innovation laboratory will mainly be carried out by Ulm University of Applied Sciences, the corresponding contacts were established.
- The city of Ulm also participated in the open innovation laboratory as a seeker. Since the open innovation approach and methods such as design thinking are very interesting for administrations, we have decided to continue approach in our own city administration. By means of a specially developed concept, different departments will work together in future on cross-sectional basis in order to quickly find solutions to existing challenges. The Project Manager of DA-SPACE will be in charge of the coordination in order to benefit from the learning and experience of DA-SPACE.

Channels

Ulm University of Applied Sciences: Students at Ulm University of Applied Sciences are reached via the general study programme. The lecture is available to all students of the higher Bachelor's programmes. The contact to the companies is established personally by the supervising professors to potential companies.

City of Ulm: A programme will be set up for the City of Ulm, which will be carried by internal channels to the employees. The concept and benefits are communicated to the employees through the intranet, through the managers, and through personal discussions with various specialist departments. In particular, the advantages are to be positively reconstructed. Through quick and noticeable success, more and more employees should be motivated to participate in the administration laboratory.

Key activities

After the project duration, two different types of innovation laboratories will be established.

After the first pilot phase, a cross-faculty lecture "Interdisciplinary Product Development" has already been created at Ulm University of Applied Sciences. In this lecture, the contents and working methods as proposed in DA-SPACE will be implemented. Prof. Robert Watty and Prof. Ben Dippe are responsible for this lecture, with both of them with respective rounds within the DA-SPACE project were also carried out.

Another innovation laboratory is being set up within the city of Ulm. Within the framework of DA-SPACE, the city of Ulm had the opportunity to pose a challenge as a Seeker itself. These experiences and also the competences, which the city of Ulm was able to gain as lead partner during the 2.5 year project period, led to the decision to set up an open innovation laboratory for the administration. Since the target group here of course is somewhat different, there are certain differences: In the administration laboratory, employees in interdisciplinary teams (i.e. from different specialist departments) should work on an internal challenge within the defined period of time. Organized workshops based on a design sprint are planned. The process and the introduction of the innovation laboratory are currently in different coordination rounds and a precise procedure is being worked out. The Entrepreneurship Training is not taken over here, but in the workshops the method and approach to problems is dealt with more. A first possible pilot of the administration laboratory is planned for the end of 2019 or the beginning of 2020.

During the project, a pilot was also tested at the Aicher-Sholl-Koleg, although the innovation laboratory was also carried out very successfully here, unfortunately no funding could be found to maintain the offer.

Key Resources

Ulm University of Applied Sciences: The cross-faculty lecture requires a responsible person at the university who organizes the lecture. This will be done by two professors who have already supervised the DA-SPACE



sessions. One of the possible key partners here is the funding association of the University of Applied Sciences. Already during the project phase, the association was involved in the project and new contacts could be established to possible new seekers.

City of Ulm: In order to set up an open innovation laboratory for the administration as described, a personnel resource is needed. In addition to the conception and construction of the laboratory, the laboratory will also need staff to take care of the laboratory and to regulate its operation. Of course, the personnel resources of the participating employees are still needed. The extent to which this can happen must still be clarified during the ongoing process. An essential key partner here is the administration as the active participant. This pilot is supported by funding from other projects, including the initiative of the state Baden-Württemberg to train local digital pilots. These are trained to promote digitalization in the municipalities and to accompany and support the change process to an agile administration.



Regional Sustainability Plan, Dunărea de Jos" University of Galați

(Social) Value Proposition

UDJG OI Lab will continue to be a strong junction environment between companies (seekers) interested in solving their innovation needs through Open innovation, and young talents (solvers) interested in designing the best solutions for the challenges launched by seekers.

Connected to the Romanian innovation ecosystem, UDJG OI Lab will be a facilitator of entrepreneurial mindset in the region of Galati. Teams of innovators and entrepreneurs from a wide variety of backgrounds will be challenged to develop a platform, where they can address societal changes.

The value proposition of the Open Innovation Lab consists in:

- Physical assets: place and space, providing a fully equipped space, creating a friendly environment for the co-creation process.
- Networking and connectivity assets: ensuring connectivity and collaboration between communities of practice, professional facilitation allowing effective co-creation between the employees of companies (seekers) and the project teams (young talents).
- Complementarity asset: services to the internal R&D and university-business cooperation to enable better research and development decisions.

The best solutions for challenges could encourage the setting up of new startup companies by the solvers, enable them to use their raised entrepreneurship skills as self-employed or, better, entrepreneurs.

Beneficiaries (Target Groups)

Beneficiaries of the activities of the UDJG OI Lab are individuals (young talents) and both private and public organizations from Romania (especially South-East development region and Bucuresti-Ilfov development region of Romania): local and regional public authorities, universities and research centers, SMEs and Business Support Organizations.

The Open Innovation Lab of UDJG is preparing a plan to attract and convince seekers from a wide variety of industries to provide challenges to be solved by young talents. The more industries will be concerned, the higher impact will be on the development of the entrepreneurial culture and active and mature companies looking for steady growth, as well. UDJG OI Lab will also provide opportunities for the clusters. For the time being, the collaboration with two clusters are the pillars for future developments: Openhub Creative Cluster (operating in South-East Region of Romania and integrating 11 SMEs from creative industries, one association and also "Dunarea de Jos" University of Galati) and ELINCLUS Cluster (operating in entire Bucuresti-Ilfov development region and integrating 73 SMEs from electronic industries, 2 Associations, 8 Research Centers and Institutes, 1 universities and also APTE, which is partner in DA-SPACE project).

Relationship

The UDJG OI Lab already created an environment for diverse interaction between individuals, organizations, companies and institutions.

The targeted promotion of the facilities and activities offered by UDJG OI Lab among potential seekers will be the key success factor for developing lasting relationship with those, which will accept to launch future challenges. The UDJG OI Lab Manager will be responsible to identify seekers, interested in Open



Innovation, to provide incentives (financial and non-financial) to the solvers, expressing their interest to apply for solving future challenges.

Relationship with seekers: the identification will be followed by self-initiated meetings, focused on presentation of the advantages of open innovation and on supporting for challenge formulation and the signing of the non-disclosure agreement.

Relationship with solvers: presentation of the Lab's activities, of the opportunities to be integrated in a company and of the advantages to learn in real life with real missions and the signing of the agreement, as user of UDJG OI Lab infrastructure.

Channels

To raise awareness about the UDJG OI Lab, all future activities in reaching target groups will be promoted as following:

- In social networks: the already operational Lab Facebook page, posts and articles on LinkedIn.
- Free advertising online.
- Presentation in the front of the students.
- Presentation during local and regional events related to innovation and entrepreneurship.
- Contributions in economical publications.
- Self-initiated meetings with potential seekers.
- Interventions in private business sessions and events.
- Interviews in mass media.
- Announcement by emailing to potential seekers and solvers.

UDJG OI Lab will design and develop a webpage, as interface with target groups. All promotional activities will be focused on increasing the awareness of the UDJG OI Lab activities and success stories.

Key activities

(A) Open Innovation Lab activities

Since the beginning of the project, the UDJG leadership has strongly supported, including financially, the set up and many of UDJG OI Lab activities.

With the support of the university, an annual cycle of co-creation projects will be organized and winning teams will be awarded. Also, the innovation activity will be integrated into the project *EXPERT – Excellence, performance and competitiveness in research, development and Innovation (RDI) activities at “Dunarea de Jos” University of Galati*”, funded by structural funds.

UDJG OI Lab will continue the collaboration with SAS-UGAL Student Entrepreneurship Society of “Dunarea de Jos” University of Galati). Thus there will be regular meetings with entrepreneurs from the region, interested to share their knowledge with the students and to be provider of challenges to be solved thorough Open Innovation menas.

Entrepreneurial pitch events will be also envisioned. The “OpenHub Association” in collaboration with UDJG, City of Galati and Romanian Commercial Bank have initiated the annual event “Just Pitch, Startups Contest”, dedicated to young talents and entrepreneurs. The winners of the first edition will be decided by the jury and the audience, on 04 July 2019, receiving awards of 2.000 EUR.



UDJG OI Lab will be involved and will be co-organizer of some of the events related to entrepreneurship organized by City of Galati and Galati Chamber of Commerce and Industry, such as hackathon and contest for business ideas, to solve problems and needs of local communities.

(B) Entrepreneurship training programme

1. The module “Business Models” of the DA-SPACE entrepreneurial training programme has already been integrated in the curriculum of a Master programme “Mangerial Strategies and Policies”, within Faculty of Economics and Business Administration of “Dunarea de Jos” University of Galati.
2. Authorising the introducing of courses containing modules of DA-SPACE entrepreneurship training: “Essentials of entrepreneurship” and “Entrepreneurial skills development” (1st year, Licence), “Project Management” (4th year, Licence and 2nd year Master) in the curricula of most of the study programs in the fields of Engineering and Sciences.
3. Modules of the DA-SPACE entrepreneurship training will be included in courses and trainings (in ongoing and future projects) with topics related to entrepreneurship, as well as in the curricula of the three already authorized courses of “Entrepreneurship Competences”.
4. The Student Entrepreneurship Society of “Dunarea de Jos” University of Galati invites, as regular basis local entrepreneurs on workshops, whose topics are Lean Startup, Business Model, providing to its members open debate opportunities on these subjects.
5. The Institutional Postdoctorate Education Program entitled “Academic Excellence and Entrepreneurial Values in Postdoctoral Research”, approved by the Senate of UDJG (on May 31, 2018), will integrate 2 modules of DA-SPACE entrepreneurship training.
6. Authorizing of a Master study programme in Entrepreneurship.

Key Resources

The OI Lab is a structure of the UDJG. After the end of the DA-SPACE project, UDJG would take over responsibility for the continuing operation of the Lab and UDJG would only cover operating costs of the physical space of the Lab (without corresponding revenues) for a limited time of one or at most two years:

- Providing the necessary operating budget and human resources (working on voluntary basis).
- Provide financial support for rewarding of the winning teams at Demo Day contest of the co-creation projects.
- Running a marketing and public relations campaign to grow the number of seekers and solvers.
- Integrate the entrepreneurship training programme (in all or only modules) in the curricula of Bachelor and Master Study programmes.
- Identify potential donors and sponsors.
- Continue efforts to find a long-term solution for sustainable OI Lab activities.

UDJG would have direct relationships, under some more or less formal bilateral or multilateral agreements, for the post-project period with external third parties, such as local and regional public authorities (City of Galati and Galati County Council), clusters, industrial parks and business support organizations (Regional Development Agencies), which could offer help for promoting the Lab and attracting the seeker companies.

UDJG could have a more commercial direct relationship with those seeker-companies who would have to pay for the services of the OI Lab. If these fees could cover a large part of running costs then the running of the Lab might be sustained over a longer period. In this case its status would need to be formalized and approved by the leadership structures of UDJG.