



Keys to the functioning  
of Labs as a tool for  
transformation through  
innovation in the  
Valencian Community

## *Labs RIS3 – CV Work guide*

*A practical approach based on  
participation and dynamisation*



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## 1. Introduction

On 27<sup>th</sup> December 2016, the Executive Commission for Science, Technology and Innovation of the Council of the Generalitat, approved the Valencian Community's Smart Specialisation Strategy (RIS3-CV). Since its approval, **RIS3-CV has meant the Valencian Community's Strategic Innovation Agenda. It has two main elements.** The first is that it is based on the idea of identifying the Community's productive potential and adopting a strategy of investment in R&D that is adapted to this potential, involving specialisation for the development of opportunities and competitive advantages for companies in the Valencian Community. The second crucial element is that this potential is identified through interaction and exchange between local actors from business, research, and social networks to reveal where R&D funds should be directed.

One of RIS3-CV's main strengths is that since the beginning it has involved the participation of all agents of the Valencian Innovation System (VIS), both in terms of designing and implementing the strategy, as well as in developing joint projects. Through new forms of interaction and collaboration between the different agents involved, new services and improved processes will be developed which contribute to new business capabilities and improved productivity. This creates prosperity and generates new ideas of value for society, which is the main target and user of said innovations.



*In technical terms, the RIS3-CV Participation Platforms, also known as RIS3-CV Innovation Labs, are an open innovation model in which social agents, the Generalitat and knowledge agents from the Valencian Community, participate, in addition to companies. The Labs are a meeting point for sharing ideas and exploring new means of collaboration that make it possible to launch innovative projects which, without this collaboration, would be impossible.*

Between 2018 and 2019, four innovation Labs were launched: **Sport, Industry 4.0, Smart Grids** and **Qualiment**. The work carried out has served to guide the discovery of opportunities towards the challenges and pilot projects identified among the various business associations, scientific and technological knowledge agents, clusters, and other interested business support entities which have participated.

The incentives to participate in a Lab are evident. They include networking, access to information, increasing influence on public policy programmes, access to funding, etc. However, participation in a Lab requires a series of organisational and operational requirements that must be established from the start in order to ensure that the results achieved address the challenges identified, the established objectives, and the maximum potential of this open innovation modality for the implementation of collaborative R&D and innovation projects within the framework of the RIS3-CV strategy.

Developing a working methodology to support the operation and development of Labs would facilitate creation of a greater number of Labs, increase the participation of VIS agents and promote creativity and an intensive exchange of knowledge between VIS agents. Promoting the exchange and transfer of knowledge between VIS agents, especially between scientific and technological research centres and companies, is currently one of the greatest socio-economic challenges facing the Valencian Community. Thanks to this increased knowledge, companies will achieve greater added value and higher productivity, raising levels of wealth and prosperity in the region.

## 2. Objective of the guide

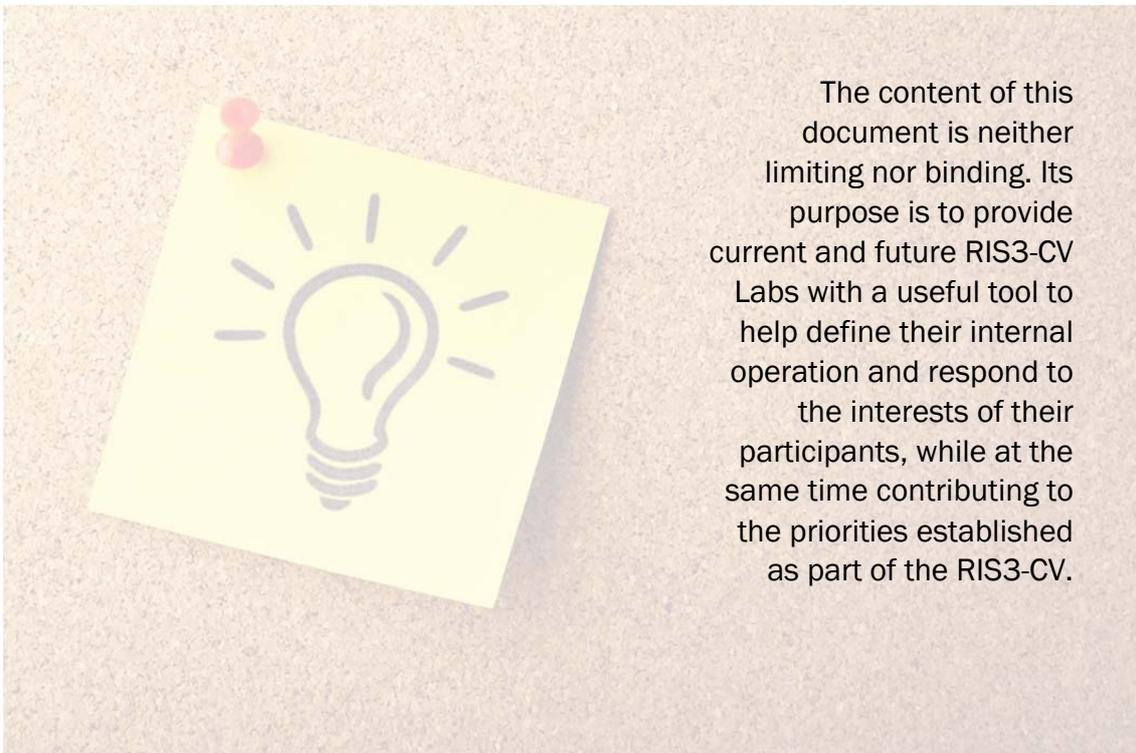
The aim of this guide is to provide members of potential Labs with a series of **guidelines** and **recommendations** for setting up a Lab. These should allow the challenges identified to be addressed, and be aligned with the reality of the VIS and Community, national, and European innovation policies.

The guide is structured as an itinerary to accompany stages from establishment of the Lab and the identification of challenges, to identifying innovative projects, ideas and concepts that can be tested and implemented, and which can be translated into the Generalitat's policies (measures, agreements, etc.).

The guide establishes management guidelines from a methodological and organisational point of view of the RIS3-CV LABS, specifying steps and tools for stimulation, and for collecting and processing the ideas which emerge.



*The health crisis caused by the COVID-19 pandemic has accelerated the digitalisation of work, and virtual meetings have become a common way of working. Many of the tasks proposed in the guide can be carried out both in-person and online. Instructions on how to do so are included. For this reason, using a series of interactive tools, such as virtual whiteboards or quick surveys to successfully carry out the virtual sessions has been suggested. Furthermore, other digital tools have been proposed to communicate Lab activity, which provide continuity to the activities carried out in the past.*



### 3. What is a RIS3-CV Lab?

Currently, research and innovation activities have been prioritised as an essential element for sustainable and inclusive growth which is capable of generating high levels of prosperity in developed societies.

The public sector plays a highly important role in promoting research and innovation, taking part in the **investment and co-creation** of innovation projects and sharing risks with the private sector. What's more, nowadays innovation in the public sector itself is imperative and an opportunity to use new approaches in the design and management of public policies which serve to improve their performance and the way they provide services to citizens.

Innovation Laboratories, also known as Labs, are one of the tools used by public administrations to contribute to research and innovation. In the case of the Generalitat in Valencia, a Lab is an **open process of dialogue** between people involved in innovation. By using an experimental method, it tackles specific challenges with the potential to boost and transform economic and social areas of the Valencian Community that are the focus of innovation policies.

Therefore, a Lab is a process rather than a structure. It is a channel for sharing and exploring ideas, and puts the “entrepreneurial discovery process” that underpins the RIS3 paradigm into practice. This process of knowledge and experience flow should be capable of bringing together critical masses on specific ideas for transformation, to improve the regional innovation ecosystem in a transparent, participative and collaborative way.

The six defining features of a RIS3-CV LAB



1. It is an **open process**
2. It is a **participative and representative process**, in which the interaction of its various members is fundamental
3. **Risk and uncertainty** are part of the project
4. **Communication** must flow
5. The only guide or methodology is used to manage the **freedom of the processes** towards innovative projects and initiatives
6. The Generalitat's **commitment**

Labs form part of the governance of RIS3-CV, which brings together the Generalitat and other VIS agents in a representative and participative way. Labs are a clear example of this participative, bottom-up approach in terms of defining a strategy and developing a project.

### 3.1. RIS3-CV Governance System

The composition and structure of the RIS3-CV governance system reflects this diversity. All agents that form part of the Valencian Community’s innovation system are represented, as described below:

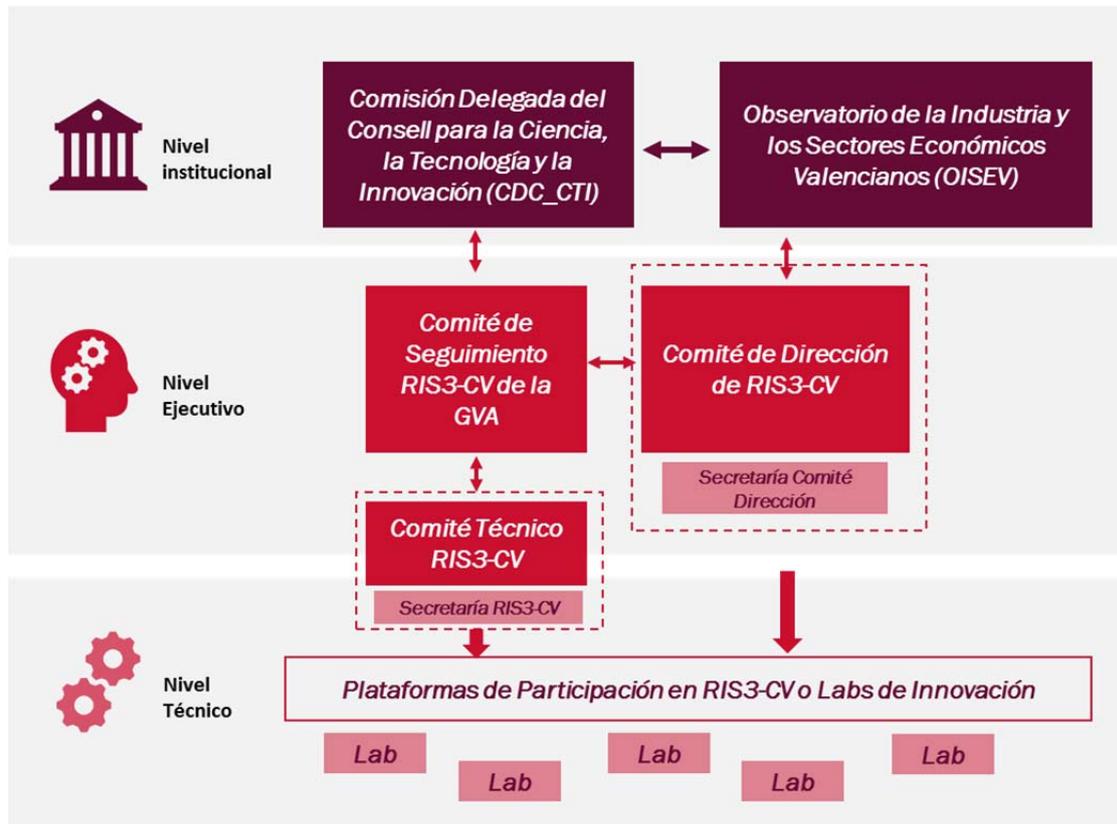


Figure 1. Composition and Structure – RIS3-CV System of Governance

#### At the institutional level:

- The Executive Commission of the Science, Technology and Innovation Council is the body responsible for coordinating the RIS3-CV Strategic Agenda by the Generalitat. It is regulated by Decree 55/2013 of 3<sup>rd</sup> May.
- The Observatory of the Valencian Industrial and Economic Sectors, regulated by Decree 58/2012, of the Council, of 5<sup>th</sup> April, is the forum for participation and up-to-date analysis of the measures and policies developed by the Generalitat.

#### At the executive level:

- The RIS3-CV Management Committee is the central body for the participation of business, social, and knowledge agents. It assumes executive responsibility for decisions on the strategic direction of actions to promote regional research and innovation. The RIS3-CV Management Committee is in charge of coordinating Innovation Lab activity.

The specific duties of the RIS3-CV Management Committee are:

- Determining the number and objective of Innovation Labs.
- Determining the composition of Lab members based on criteria of equanimity and balance between representatives from different components of the Valencian innovation system.

- Determining the specific objectives and tasks these platforms should undertake.
  - Based on the work of these platforms, evaluating and issuing reports on the progress made in implementing RIS3-CV measures and the results obtained, as well as proposals for improvement and new measures. The Generalitat will have to respond to their integration into the strategy (evaluation and monitoring of RIS3-CV).
  - Maintaining a permanent observatory of the contextual situation that will allow new strategic exercises for determining strategic priorities to be carried out swiftly going forward.
  - Communicating the development of the strategy and its results to society, and asking for its collaboration in order to maximise these results and exploit them for the benefit of social welfare.
- The Generalitat's RIS3-CV Monitoring Committee, established by the Executive Commission of the Council for Science, Technology and Innovation, is composed of senior officials from the Generalitat with responsibilities in research and innovation. It is the body responsible for reporting on the strategy's progress, making recommendations for redirection where necessary and ensuring that RIS3-CV priorities align with the other proposals for action in research and innovation in the Valencian Community.

**At the technical level:**

- The Generalitat's RIS3-CV Technical Committee is made up of technical staff from the different bodies that make up the Generalitat's Monitoring Committee. The RIS3-CV Technical Committee is the operational structure for the development of the Generalitat's initiatives in this field.
- The RIS3-CV Secretariat, attributed to the Directorate General for Innovation, will be responsible for coordinating and stimulating the governance structure to facilitate the development of the duties of each of its elements.
- The RIS3-CV Participation Platforms or Innovation Labs are the formula for joint work between the Generalitat and Valencian Innovation System agents. As many of these as required may be set up for the proper promotion and monitoring of the strategic agenda. They may be linked, for example, to the different RIS3-CV priorities or to other aspects considered to be of particular relevance. Participation is voluntary, and their mission is to achieve the greatest possible involvement of VIS agents.

### 3.2. Organisational Chart and Composition of a Lab

The fact that Labs are made up of entities of a diverse nature and with different interests means a certain degree of complexity needs special attention to be given to the organisational chart, and requires leadership and continuous coordination to ensure that the work moves forward.

In order to ensure that all the agents of the **four helices** are represented from the moment a Lab is established (without this causing management difficulties), a structure is defined that includes two representatives from each helix, prioritising the associations as they represent a greater number of agents. As the objective is to attract a large number of interested agents to jointly develop innovative projects, the initial group is subsequently opened up for participation by stakeholders who contribute their ideas to jointly create value.

Labs are approved by the RIS3-CV Management Committee, but their leadership corresponds to the Generalitat, more specifically the Directorate General, which has strategic interest in promoting Labs. The bodies that make up a Lab's governance system are described in more detail below:

**Initial Dynamisation Group (IDG)**, composed of a maximum of 8 general members, respecting the representativeness of the quadruple helix of innovation. It is composed as follows:

- *Representative of the Generalitat*: responsible for leadership and coordination. Makes the initial proposal describing the objectives that the Lab seeks to achieve.
- *Representatives of the business community*: especially business associations with clear leadership in the subject, or specialists from companies that are unique in terms of their recent track record or field.
- *Experts from other research organisations*: technology centres or other entities generating scientific-technological knowledge related to the Lab's area of focus.
- *Experts and stakeholders from social entities*: such as trade unions or other non-governmental or representative civil society organisations.

#### Competences and functions:



- **Actively participating** in the Lab, getting involved in the different activities
- **Deciding on the challenges** that will guide the Lab's work
- **Deciding on project participants**
- **Monitoring** the Lab's activities
- **Managing information** and sharing it with Lab participants and the RIS3-CV Executive Committee
- **Suggesting changes** to the challenges and any other actions

To ensure that the IDG functions well, it is suggested that the following roles are assumed by some of the members.

- **Leader**: outlines the Lab's high-level strategy. This is the spokesperson who addresses RIS3-CV governance and also the public. This position is represented by the General Director suggested by the Lab, or a person from the Directorate designated by him/her.
- **Coordinator**: ensures compliance with the tasks and their schedule, monitors agreements, prepares the review of challenges and is ultimately responsible for

monitoring the Lab and collecting indicators. They prepare meetings (convening, agenda, minutes and indicating next steps) and takes on the role of ‘internal driver’. He/she is the spokesperson for communications within the IDG. This can be the same person who acts as the leader, or they may be differentiated within the Directorate General, even designating another member of the IDG).

- **Thematic expert:** expert in the areas included in the Lab as part of RIS3 or the thematic area to be addressed. They provide information on the latest trends, state of the art and national and international benchmarking. As many experts may be designated as required, and can be any Lab member.
- **Other members:** they will have the general duties of the Lab
- **External driver:** streamlines meetings, encourages debate, outlines the agenda (optional).

**Other VIS participants:** additional members of the IDG who, due to their professional background or degree of representativeness, can make contributions of interest to the Labs' area of work. Generally, their involvement is considered as of Task 4, calling on other agents to carry out projects.

- Businesses
- Clusters
- Experts from Valencian public universities, researchers, PhDs, post-docs, etc.
- Other departments that may be involved in the initiatives, new lines of information, programmes or reforms proposed by the Lab.
- Representatives of other administrations and public entities such as CSIC, FECYT, etc.

**Pilot project working groups.** Working groups are the most operative level of a Lab and have a specific object to meet (generally institutional or scientific/technical). They form part of the Lab's organisational structure and are composed of members of the IDG who have an interest in the subject, and other VIS agents who have demonstrated interest in participating.

In the case of pilot project working groups, defining basic roles is also recommended:

- **Leader-Coordinator:** Person in charge of the project, the spokesperson. This is the person who ensures the tasks included in planning are fulfilled. Manages and monitors the project in communication with the IDG and prepares meetings (convening, agenda, minutes and next steps).
- **Technical expert:** Expert in one or more of the project's strategic areas. They provide valuable information on trends, standards, or any other aspect that may have an impact on development of the project.
- **Funding expert:** Person in charge of seeking possible sources of funding for the project and studies their suitability on a case-by-case basis.
- **Other participants:** Other IDG members and VIS participants.

## 4. Methodology

The processes recommended for carrying out Labs activity are described in this section. This includes a series of tasks/activities that have to be carried out in an optimal way in order to achieve the ultimate goal: the success of the Labs.

As seen in Figure 2, two fundamental phases can be distinguished: the establishment or creation of the Lab, and operation or development of the Lab.



*Figure 2. General outline of a Lab's establishment and operation*

Each of these phases is detailed below, indicating the activities included as part of each task. The objective, methodology, tools, documentation to be generated and estimated planning are also described.

### 4.1. Establishment of a RIS3-CV Lab

The **objective** of this phase is to take the necessary steps to get a Lab up and running. A Lab begins to take shape when a Directorate General from the Generalitat has the strategic motivation and the necessary incentives to lead a Lab.

In order to take the step of leading a Lab and structuring it as recommended in this guide, it is essential to make the most informed decision possible. The following considerations should be taken into account:

**Preliminary considerations when designing a Lab**



- **Time.** It is necessary to take into account the time required to lead and manage a Lab; both the time needed to carry out the formalities for the establishment and management of the Lab (coordination, communication with agents, follow-up reports) and the time needed to develop the projects.
- **Number of people and entities.** Considering that the objective is to create a Lab that is sustainable over time, in order to analyse this criterion it will be necessary to take into account not only the agents of the Initial Dynamisation Group required at establishment of the Lab, but also the other VIS agents who may join the Lab's work in the future.
- **Funding:** in addition to calls from the Generalitat, consider other types of funding: venture capital, calls from the CDTI or Horizonte Europa, among others.

The process of establishment of a Lab by the RIS3-CV governance system is summarised below:

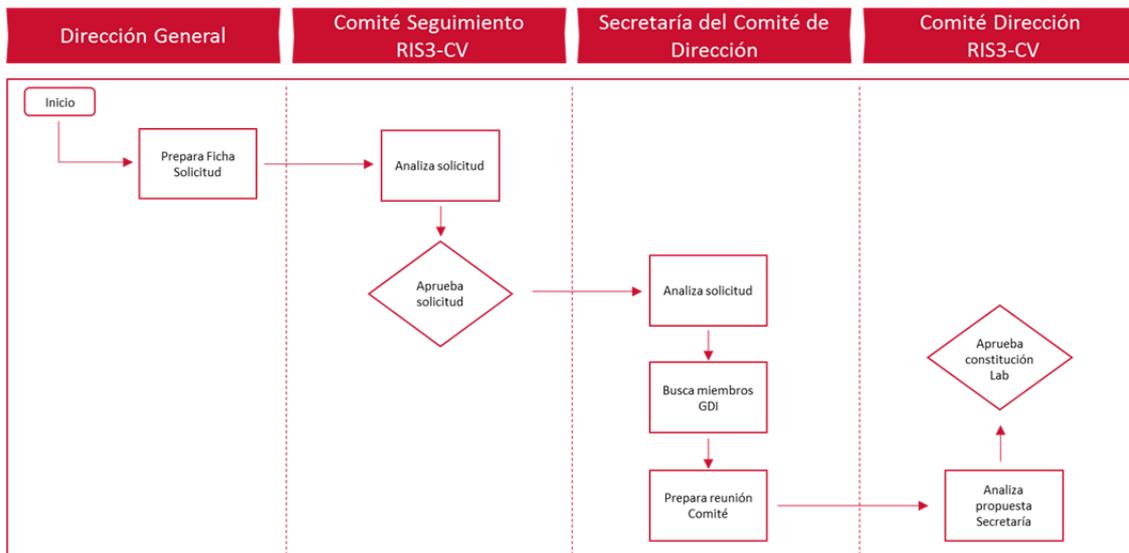


Figure 3. The process of establishing a Lab

When faced with the opportunity to create a new Lab, in the first phase it is the responsibility of a Directorate General from the Generalitat to assess the opportunity and, if suitable, request establishment of a Lab from the RIS3-CV Monitoring Committee. In order to formally apply, the Directorate General involved must fill in the template “Application for the establishment of a Lab” designed for this purpose, and in which the following will be detailed:

**Application to establish a Lab**



- **Lab name:** proposed name that identifies the Lab
- **Definition:** a short statement that specifically describes the intended purpose of the Lab, and that is clearly related to the above name.
- **RIS3-CV areas:** assignment of general and specific RIS3-CV objectives to which the Lab can contribute, as well as the forums and sub-forums with which the proposed Lab can be associated.
- **Participation:** entities that could participate in the Lab's Initial Dynamisation Group.
- **Suitability:** motivation of the Lab's potential as a driver within the value chain through research and innovation.
- **Interregional cooperation:** possibility for the Lab to fit into other innovative partnerships at the regional or European level (or previous relationship).

Then, the RIS3-CV Monitoring Committee, made up of the General Directors who have competences in innovation, analyses the application, which is authorised at the level of the Regional Secretary.

Subsequently, before reaching the RIS3-CV Executive Committee, it goes through the Secretariat, which analyses and validates it. If necessary, the Secretariat will involve agents to ensure the representativeness of the VIS's four helixes.

Finally, following validation by the Secretariat, the Executive Committee approves establishment of the Lab. It should be noted that it is possible to start the Lab's activities with validation from the Secretariat of the Executive Committee, if the Executive Committee has not yet held a meeting.

As a result, the Lab will have been established with a first proposal of members forming the IDG. In order to keep the VIS and the general public informed, it is recommended that

establishment of the Lab is communicated through a press release or any other media. More details are given in Section 7. Communication plan.

**4.2. Launch and operation of the Lab**

The **objective** of this phase is to achieve delivery of a portfolio of innovative projects in the VIS's strategic areas. In this phase, a series of tasks are proposed which, when carried out in an organised way, will help to achieve implementation of the projects.

According to the participants of the first RIS3-CV Labs, one of the threats to the continuity of a Lab is a lack of precise understanding of the meaning of a Lab on the part of the IDG. VIS agents who are willing to participate may feel demotivated after the first few meetings and may limit their active participation in decision-making when it comes to defining challenges and projects, as they do not fully understand what a Lab is for and its potential.

To avoid this, the meaning and purpose of the Lab should be clearly explained to IDG members at the first meeting. This will help them understand the purpose of the Lab from the start, and will facilitate the contribution of the IDG members in defining the Lab's challenges and planning the tasks to be undertaken.

Therefore, the coordinator must be able to explain the general purpose of a Lab:

**Purpose of a Lab**



- **Create a space for collaboration** and exchange where VIS agents can meet.
- **Identify and select innovative projects** that address the challenges posed.
- **Produce proposals for initiatives** for the Ministries and propose policy and programme reforms.
- **Support the execution of public-private projects.**
- **Mobilise investment** in R&D&I.

Another critical aspect that helps Lab participants to understand better is explaining in detail the specific definition of a Lab.

In general, it is considered advisable to define a Lab through a classification that is organised on a cascading basis as follows: definition (purpose)/scope of action/challenges/projects.

A Lab must provide a specific definition of the **strategic goals** it will pursue. This definition will include the unmet need or social challenge that the Lab activity intends to meet, address or solve. An initial definition is included in the application to establish a Lab, which, although valid, may be worth developing further between the coordinator and the IDG in the early stages of the Lab.

This application will also include the **RIS3-CV areas of action**, which includes general and specific objectives as well as the participation forums and sub-forums envisaged in the RIS3-CV strategy to be presented to members of the IDG.

Afterwards, as a result of the dynamics developed as part of the Lab's launch tasks, challenges that contribute to the Lab's purpose will be chosen. Challenges are the driving force behind operation of the Lab, and will be the pillars on which it will carry out its activity.

Therefore, a **RIS3-CV challenge** emanates from the Lab's purpose and must have the following characteristics:

- Be **ambitious** enough to include diverse transdisciplinary actions; there should not be only one possible solution or initiative to carry out.
- It must be **strategic** for the Valencian Community and respond to needs that have not been met until now.
- It has to be **horizontal**, encompassing the involvement of several agents in its resolution, and therefore not be specifically aimed at one segment.
- It must meet the **SMART** criteria: specifically determined, measurable, achievable, relevant and time-bound.
- It specifically involves its resolution by connecting **research and innovation** with the needs of society and citizens.

It is also important to define the concept of **project**. This is understood as an idea or a plan and refers to specifying or planning a set of activities to be carried out in order to achieve a specific goal or objectives. Projects can encompass policies, programmes, measures, instruments, etc. Two types of projects are generally distinguished as part of a Lab’s work:

*I. Institutional actions*

- Streamlining legislative mechanisms
- Clarifying regulatory aspects
- Defining public policies
- Establishing good practices
- Modifying the scope of calls for aid

*II. Scientific/technological actions*

- Encouraging the implementation of public-private projects
- Launching demonstration centres, test environments, use cases, etc.
- Other actions that are part of the value chain
- Improving skills and training capabilities
- Establishing good practices

The following figure illustrates the process in which the initiatives or projects to be carried out at the Lab are determined.



Figure 4. Outline of thematic structure and elements to be carried out as part of a Lab (illustrative)

Below there is a detailed description of the tasks to be carried out at launch and during operation of a Lab.

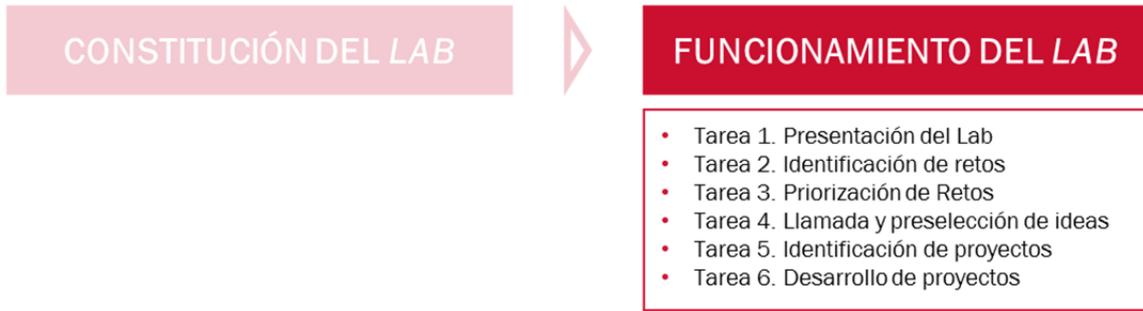


Figure 5. General scheme of tasks for operation of the Labs

## Task 1. Presentation of the Lab

### Objective

Official presentation of the Lab. Clear statement of the strategic goals pursued by the Lab and the scope of action of RIS3-CV. Review of the structure and roles that make up the Lab and initial approach to the challenges it may face.

### Description/methodology

Holding an initial meeting to mark the official launch of the Lab's operations is suggested. The meeting will be convened by the *coordinator* within a period of approximately 1 to 2 weeks following final approval of the Lab by the *Executive Committee*.

- Format: Online/video call
- Duration: 30-45 min
- Participants: IDG
- Points to be discussed during the meeting:
  - Presentation. The *leader* will welcome the Lab members and will give a brief presentation, centring the discourse around the motivation for the creation of the Lab, its purpose, etc. The Lab's goals, previously defined in the constitution form, will be contrasted and ratified with the rest of the IDG members.
  - Members. The Lab coordinator will introduce the structure of the Lab and the roles that will exist (the role of leader and coordinator will already be defined. The expert/thematic roles will be introduced, but will be decided on later in the Lab, and will be fulfilled by an IDG member on a voluntary basis). Each member of the Lab will be given a couple of minutes to make an individual presentation.
  - Planning. An initial plan for the activities to be carried out in the following 12 months will be introduced. Furthermore, the chosen communication tool will be introduced.
  - Next steps. The next activity to be carried out will be introduced, which will be "identifying challenges". For this, members will be informed about the reference documentation and general guidelines (framework regulations, plans, programmes, legislation, etc.) that they should consult in order to consider the challenges to be put forward in the next activity.
  - Colloquium. Time to share first impressions, Lab members' concerns, etc.

### Work prior to executing the task

The Lab coordinator will be in charge of:

- Preparing the necessary documentation for the meeting in accordance with the "Lab Presentation" template.
- Compiling reference documentation related to the Lab's scope (legislation, aid programmes, plans, etc.). This information will be kept in an exclusive Lab repository and will be updated and completed as work progresses.
- Calling members by email

### Work after executing the task

The Lab coordinator will be in charge of:

- Preparing the minutes of the meeting in accordance with the "Meeting Minutes" template. Sending the minutes to all members no more than one week after the

activity is carried out. There will be three working days given for comments to be made on the minutes before they are considered to have been accepted.

- Agreeing on a date for the next meeting

<b>Tools</b> 	<ul style="list-style-type: none"><li>• Presentation in accordance with “Lab Presentation” template</li></ul>
<b>Documentation generated</b> 	<ul style="list-style-type: none"><li>• Meeting minutes</li></ul>
<b>Planning</b> 	1 or 2 weeks following definitive approval of the Lab by the Executive Committee

## Task 2. Identifying challenges

### Objective

The objective of the second task is to initiate the debate and brainstorming phase to expand and perfect the ideas shared initially to establish the Lab's challenges.

### Description/methodology

A second working session will be held, which will be established from a primarily dynamic point of view.

- Format: Online – video call or in person
- Duration: 2 h
- Participants: IDG
- Points to be discussed during the meeting:
  - Presentation. The coordinator will introduce the session objectives and detail the main conclusions and issues discussed in Task 1.
  - Development. This session will address the characterisation of the challenges put forward by each IDG member based on the guidelines outlined in Task 1 (in principle, each member will suggest a challenge so a total of 8 challenges is reached, but as many can be suggested as considered appropriate, or that they are worked on by groups). For this, each member will work with a panel of challenges in which he/she will be able to detail the main associated information in a streamlined, visual way. Each member will have 30 minutes to fill in the panel. When working in person, each IDG member will receive a work panel. It is recommended that these panels have large dimensions and are attached to the wall to manage the physical post-its. When working virtually, participants will have a PowerPoint panel that they can manage on their own computers. The chat will be left open so that they can express doubts, and at the same time the coordinator will ask about the progress or any other type of issue that may arise. Physical or virtual post-its allow the ideas presented to be synthesised and easily grouped by characteristic.
  - Debate. The coordinator will act as moderator, giving the floor to all participants. Each IDG member will have 3 minutes to explain the characterisation of the challenges they are putting forward, describing the WHAT and WHY of this challenge. After each challenge is explained, there will be a 5-minute question and answer session in which participants will be able to discuss the issues raised in greater depth. This in-person dynamic will be carried out in a round, going through each workstation. In the virtual case, each member will share their screen so the whole screen can be seen. The aim of this dynamic is to have streamlined, concise explanations. The duration of the debate will be about 30 minutes of presenting all the challenges, and about 40 minutes of Questions and Answers.
  - Conclusion and next steps. The coordinator physically collects or receives the digital panels from each member and makes an explanatory summary of the challenges worked on, noting them in the presentation supporting the task, and communicating that a prioritisation will be made at the next meeting, inviting the agents to reflect on all the information provided.

### Work prior to executing the task

The Lab coordinator will be in charge of:

- Preparing the necessary documentation for the meeting in accordance with the “Identifying Challenges” template.
- Compiling any other documentation resulting from the first task, and which is necessary for examining the challenges in more depth.
- Calling members by email. IDG members will be reminded that they should have gone through the guidelines transmitted in the first task in depth, and must be clear about the challenges they will each put forward. Participants will be notified in advance that each one will put forward a challenge and the unmet need, objectives and characteristics pursued with the challenge, the Risks and Opportunities of its implementation will be looked at in depth.

**Work after executing the task**

The Lab coordinator will be in charge of:

- Sending the meeting minutes in accordance with the “Meeting Minutes” template. There will be three working days given for comments to be made on the minutes before they are considered to have been accepted.
- Grouping all panels that have been worked on and attaching them to the meeting minutes sent as additional documentation.
- Documenting the challenges in the description sheets in accordance with the “Challenge sheets” template (the coordinator, with the potential help of each IDG member, will document the challenge put forward) and send them to all members along with the minutes and the panels within a period of no more than one week after the activity is carried out.
- Agreeing on a date for the next meeting.

<b>Tools</b> 	<ul style="list-style-type: none"> <li>• Presentation according to the “Identifying Challenges” template</li> <li>• Challenge sheets based on streamlined methodologies to outline the characteristics of each challenge. Holding a workshop to outline and characterise the challenges put forward is suggested, initially by each member and then with the ideas that emerge from the debate.</li> </ul>
<b>Documentation generated</b> 	<ul style="list-style-type: none"> <li>• Challenge sheets</li> <li>• Meeting minutes</li> </ul>
<b>Planning</b> 	1 or 2 weeks after the workshop 1 meeting

**TIPS AND SUGGESTIONS:**

- A challenge must meet the SMART criteria, in other words, it must be Specific (even if the scope is open-ended, it must have a focus), Measurable (with potentially measurable impact), Achievable (in the mid-term), Realistic (with tangible initiatives) and Time-Bound (action plan).

### Task 3. Prioritising challenges

#### Objective

The objective is to carry out prioritisation for all the challenges worked on in the previous task. It should be noted that this activity can be done after the previous meeting, but the session is described specifically due to the importance of prioritisation and so as not to draw out the preceding task more than planned.

#### Description/methodology

A third working session will be held, which will be established from a primarily dynamic point of view.

- Format: Online/video call
- Duration: 0.5 h
- Participants: IDG
- Points to be discussed during the meeting:
  - Presentation. The coordinator will introduce the session's objectives and explain the methodology to be followed for the prioritisation of projects. An executive summary of all the challenges presented by each IDG member will be made.
  - Prioritisation and Selection. With the grouped challenges (there will be a maximum of 8 challenges, i.e. 1 per participant), members will have 3 points to distribute among the other participants' challenges (they cannot be attributed to the challenges proposed by the person voting). Points can be allocated to the same challenge or shared. Once voting is finalised, the challenges will be ranked in descending order and the three with the highest score will be selected. Then the search for projects will begin. In the event of a tie between challenges, a show of hands will be used to select the challenge supported by the majority.
  - Conclusions. Participants will have the opportunity to express any doubts or questions about the vote, and the session will be closed.

#### Work prior to executing the task

The Lab coordinator will be in charge of:

- Ensuring participants have information about all the challenges (sheets and panels), and they have had the chance to reflect on each characterisation
- Grouping challenges that address the same need/problem together
- Selecting the voting method that is most suitable for the participants

#### Work after executing the task

The Lab coordinator will be in charge of:

- Sending the selected challenges along with the meeting minutes to all participants
- Agreeing on a date for the next meeting

<b>Tools</b> 	<ul style="list-style-type: none"><li>• Presentation in accordance with “Presentation of Lab_VIS” template</li><li>• Challenge sheets and prioritisation panel</li></ul>
<b>Documentation generated</b> 	<ul style="list-style-type: none"><li>• Meeting minutes</li></ul>
<b>Planning</b> 	1 week after workshop 2 meeting, or in parallel with the second task

## Task 4. Call for agents and pre-selection of ideas

### Objective

The objective of this task is to call upon the agents of the Valencian Innovation System (VIS) to participate in the challenges posed. This will foster development of the joint Entrepreneurial Discovery Process. A webinar is planned to present the challenges, with a subsequent idea-sharing session among the members of the IDG to select project ideas that contribute to the challenges.

### Description/methodology

A working session will be held to share the Lab's future lines of work, established in specific challenges to work on in the mid-term.

- Format: Online
- Duration: 1 h
- Participants: IDG, VIS
- Points to be discussed during the meeting:
  - Presentation and Development. The Lab leader, with the help of an IDG member, will present the Lab created to the VIS for the first time. The Lab's members and goals will also be introduced.
  - Next steps. The coordinator will announce that there will be a call for expressions of interest in participating in the Lab for the proposed challenges. For this, an online questionnaire will be available on the same day for 10 calendar days, in which project ideas can be put forward, as well as any other information of interest that can contribute to a specific Lab challenge. An analysis of the ideas received by the representatives of the quadruple helix will enrich the pool of possible proposals to be carried out as part of each challenge. All information will also be shared with participating agents.
  - Questions - Discussion panel. Participants will express any doubts associated with the process, and will be able to contribute ideas or previous suggestions from initiatives as part of the challenges put forward, ongoing experiences, synergies with other plans, etc.

### Work prior to executing the task

The Lab coordinator will be in charge of:

- Presenting the webinar and preparing the questionnaire for the presentation of ideas.

### Work after executing the task

The Lab coordinator will be in charge of:

- Compiling all the project ideas made by the VIS agents to share them with the IDG and observe the number of project ideas for each of the Lab's challenges. The exchange with the IDG can be done via sharing emails, by telephone or through a collaborative platform channel. This proposal pool will complement any previous project ideas identified by the IDG to serve as the basis for the selection of priority projects for the next Task.

<p><b>Tools</b></p> 	<ul style="list-style-type: none"> <li>• Presentation - Webinar</li> <li>• Challenge sheets</li> <li>• Survey tools</li> </ul>
<p><b>Documentation generated</b></p> 	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Project ideas for each challenge from VIS agents</li> </ul>
<p><b>Planning</b></p> 	<p>2 weeks after the workshop 2 or 3 meeting (as applicable)</p>

**TIPS AND SUGGESTIONS:**

- A “project” should be understood as any type of initiative in which the Lab can mediate to promote the development of the ecosystem’s innovative potential. Ultimately, Labs are tools for the Entrepreneurial Discovery System, but they may contain initiatives that are means and not ends in and of themselves.

## Task 5. Identifying projects

### Objective

The objective of this task is to identify a series of projects to be developed that will allow or help to achieve the previously established challenges.

### Description/methodology

A dynamic work session will be held.

- Format: Preferably in person
  - Duration: 2.5 h
  - Participants: IDG and new invited agents. The proposed methodology is designed for maximum participation of 16 people (preferably four per helix) in order to ensure a balanced intervention of the participants and to reach specific results at the end of the session.
  - Points to be discussed during the meeting:
    - Presentation. The Lab coordinator will give a brief introduction to the session, which will start with giving a brief description of the three challenges selected.
    - Development. The Project identification process will be done in three steps. Initially, a brainstorming block will be held. This activity will build on all the ideas compiled in previous tasks, including the information gathered from the VIS questionnaires. Participants will have 30 minutes to suggest and share ideas on projects to be developed as part of each of the challenges. Participants will write down their ideas on post-its on a large working panel attached to the wall. *If working virtually, it will be the participants or the coordinator who will take note of the ideas on virtual post-its on a shared digital panel.* In a second block, participants will be responsible for ordering each of the projects identified in each challenge according to importance (in order to tackle the challenge). To make the prioritisation more streamlined, a web-based tool is recommended. A maximum of two projects will be selected for each challenge, i.e. those that have been voted as priority. In the last block of the session, the projects will be described following the indications of the coordinator and presented in the “Identifying projects” template. Participants will form groups, divided by project. Initially, they will be involved in those that they are most interested in, or to which they can contribute the most value, always ensuring that there are enough participants in each project (even distribution of members). Each group will be responsible for completing the information related to each initiative according to the instructions, for which they will have 30 minutes. Likewise, participants will be able to rotate through the different groups to contribute new ideas. At the end, each group will have 5 minutes to present their project to the rest of the Lab members, and notes can be taken to complete them.
- As a result of this task, a maximum of two projects for each challenge and the agents that will participate in the development of each one will be obtained.
- Conclusions. At the end of the session, the Lab coordinator will invite each project to choose a leader/coordinator who will be in charge of calling the other members to the next “Project Development” meeting, as well as the other tasks described in the section 0.

### Work prior to executing the task

The Lab coordinator will be in charge of:

- Preparing the meeting presentation in accordance with the “Identifying Projects” template, including the ideas compiled from the questionnaires in the previous task. This will serve as a starting point for brainstorming.
- Calling Lab members by email. Depending on the number of proposals received and the agents interested in participating in the Lab, one or more working meetings will be convened following the same methodology, thus guaranteeing the participation of a maximum of 16 people in each session.
- Selecting and preparing the online tool for voting

**Work after executing the task**

The Lab coordinator will be in charge of:

- Compiling project information in the project sheets in accordance with the “Project sheet” template.
- Preparing the meeting minutes in accordance with the “Meeting Minutes” template and sending them to all Lab participants with a period of no more than one week after the execution of the activity. The project sheets will be attached to the minutes
- Agreeing on a date for the next meeting

<p><b>Tools</b></p> 	<ul style="list-style-type: none"> <li>• Presentation with the session methodology</li> </ul>
<p><b>Documentation generated</b></p> 	<ul style="list-style-type: none"> <li>• Project sheet</li> <li>• Meeting minutes</li> </ul>
<p><b>Planning</b></p> 	<p>1-2 weeks after the workshop 4 meeting</p>

## Task 6. Project development

### Objective

The objective of this task is to launch each of the selected projects. This task is proposed as a meeting which serves as a start point, in which common execution guidelines will be established for its development. Either way, the intention is to leave the projects to operate freely, and this task is intended to ensure minimum organisational and monitoring requirements.

### Description/methodology

A working meeting is suggested.

- Format: Online/video call
- Duration: 45 min
- Participants: VIS and IDG agents involved in each project
- Points to be discussed during the meeting:
  - Presentation. The project leader will give a brief introduction to the meeting, in which they will present the table of contents to be addressed, and will present the project's initial information in accordance with the sheet prepared in the previous work session.
  - Development. The project leader will go over a series of guidelines to be met in order to ensure proper development of the project. These include the assignment of roles within the work group and the work monitoring system.

**Project roles.** Within each working group assigned to each project, the following profiles will be identified as applicable to each case (see description of the profiles in the section 0): Leader/Coordinator, Technical Expert and Financial Expert.

**Monitoring system.** While the project is being developed, the working group commits to carrying out a series of monitoring activities that will facilitate the Lab's control of the work

- Meeting minutes. After each meeting held by the working group, the leader/coordinator will be responsible for drawing up minutes, which will be sent to the other agents involved in the project, and which will include as a minimum: the date, time and place of execution; attendees; agenda or order of the day; topics discussed; and next steps.
- Follow-up meetings with the IDG. At least one meeting will be held with the Lab's IDG at least 6 months after the start of the project, in which the progress and results obtained by the working group so far will be presented.

### Work prior to executing the task

The project leader/coordinator will be in charge of:

- Preparing the meeting presentation in accordance with the "Project Development" template.
- Calling group members by email

### Work after executing the task

The project leader/coordinator will be in charge of:

- Preparing the meeting minutes

<b>Tools</b> 	<ul style="list-style-type: none"><li>• Presentation with the session methodology</li></ul>
<b>Documentation generated</b> 	<ul style="list-style-type: none"><li>• Meeting minutes</li></ul>
<b>Planning</b> 	1-2 weeks after the workshop 5 meeting

## 5. Management system

### 5.1. Lab Management

Governance of an innovation system requires interconnections between the different agents that form it to be established. These interconnections will be more frequent and likely if it is moderately structured and seen as logical by the agents.

In the case of the Labs, some level of organisation and a functional management system is required to ensure the continuity of the exchanges that arise, and in turn to keep the participants themselves and other stakeholders such as the RIS3-CV governance bodies (for example the RIS3-CV Secretariat) informed.

Recommendations for a Lab management system are included below. Although they are not intended to establish a complex and bureaucratic system, it is considered necessary to ensure a certain balance in management and monitoring of the Lab.

The Lab management system is centralised in the action of the IDG, which is responsible for monitoring the Labs and informing the other participants and the RIS3-CV governance bodies. Participants and RIS3-CV Governance also take part in the management of a Lab. The main tasks to be performed to manage and monitor Labs at the following levels are outlined below:

#### At the IDG level

As the Lab's central coordination and monitoring unit (specifically the figure of the coordinator) it is responsible for carrying out the following tasks:

- **Monitoring report:** A biannual report on the Lab's progress. As part of the Lab's annual cycle approach, there will be an interim report after six months and an annual report one year after the Lab's presentation meeting. The minimum content to be included is indicated in the "Monitoring report" template and is summarised below:
  - *Interim report:* The minutes will be attached and a brief description of the current Lab situation will be given by challenge and by project (where applicable), as well as the issues that affect the Lab's operation with respect to the initial plan. The table of indicators, indicated below, will also be attached.
  - *Annual report:* This report will include a brief description of the current situation which updates the interim report, as well as the table of indicators and the minutes of the last meetings. In addition, a special section will be included where issues affecting the Lab's operation and that require changes to the Lab's planning are reported, such as possible revisions of challenges, projects, changes to IDG members or even dissolution of the Lab.
- As the Lab's internal communications manager, the task is to keep the members of the IDG and other participating agents informed about the Lab's progress and any other information of interest, for example meetings, minutes, decisions that affect the challenges and/or projects selected, changes to IDG members, relevant announcements from the RIS3-CV Executive Committee or other RIS3-CV governance bodies, announcements of calls, conferences, publications, etc.
- As the Lab's **external communications manager**, lead or participate in meetings with VIS agents and Valencian civil society. A large-scale event is not required. An IDG meeting at a university, technology centre etc., or the participation of an IDG

member or Lab project representative at an event as an invited guest, may be sufficient.

- As the **person responsible for monitoring** the Lab, collect indicators of the Lab's activity, both at the level of challenges and in the different working groups of each project. A small number of indicators are proposed below with the precise objective of communicating key actions without the intention of complicating management of a Lab.
- As coordinator of the Lab's activity, propose the revision and/or definition of **new challenges** due to causes such as not performing to expectations or a change of strategy.
- As coordinator of the Lab's activity and of the projects developed, propose the revision and/or incorporation of **new projects** to promote or replace those already in progress. Considering incorporation of the pipeline projects identified in Task 4 where appropriate is recommended.
- **Manage the uncertainty and possible risks** involved in working on issues with potential, but which are yet unexplored. This will be done by identifying the Lab's key activities to analyse the risks, their likelihood and their mitigations.
- **Decide on the discontinuation** of a Lab/challenge/project and inform the RIS3-CV governance bodies.

#### **At the level of pilot project working groups:**

The focus of a working group should be the development of new projects, ideas and innovative approaches. However, in general, the project leader will provide information on the project's progress as requested by the IDG. In particular, the following basic management and monitoring tasks are suggested:

- Draw up a **project sheet** in accordance with the template provided and send it to the IDG.
- Take **meeting minutes** in accordance with the template provided and send them to the IDG.
- Contribute to **producing the Lab's interim and annual activity reports**, where applicable identifying possible barriers or difficulties that the project is experiencing in its development.
- **Participate in meetings** of the IDG when required, and in events to communicate the Lab's activities.

#### **At the level of RIS3-CV governance bodies**

The main RIS3-CV bodies directly involved in managing and monitoring a Lab are:

##### RIS3-CV Executive Committee

- Analyse the monitoring reports for each Lab biannually and annually, taking necessary decisions where applicable.
- Approve any modification of the organisational chart and discontinuation of a Lab.

##### RIS3-CV Technical Secretary

- Gather the information necessary to carry out the monitoring reports within the framework of the RIS3-CV.

## **5.2. Indicator board**

When establishing a set of monitoring indicators, the aim is to maintain a balance between useful, high-quality information on the Lab's progress and simple, streamlined management.

It should be noted that in the event a project ends up receiving public funding, its requirements will include collection of implementation indicators for each funding programme

The basic performance indicators for monitoring and evaluating performance are described below:

Code	List of RIS3-CV Lab performance indicators	Unit of measurement
1	No. Labs established	Number
2	RIS3-CV areas	Number
3	No. meetings held	Number
4	No. challenges held	Number
5	No. pilot projects identified	Number
6	No. agents involved	Number
7	No. of new institutional project focuses/initiatives to improve public policies	Number
8	No. of collaborative technology projects with a scientific-collaborative base arising from the Lab's activity	Number
9	Public funding mobilised	Euros
10	Total investment mobilised	Euros

### 5.3. The life cycle of a Lab

The recommendation is that Labs be based on **one-year cycles** from the introductory meeting, with the duration of one year understood as a basis for analysis of progress, outcome and milestones achieved.

With regard to the duration of a Lab, given that concepts, ideas, new focuses and important projects in the field of research and innovation in the Valencian Community can all be carried out, it is advisable for it to be considered to have an indefinite lifespan and that it can continue beyond the scheduling periods of structural funds or the RIS3-CV itself.

However, despite its indefinite nature, it is possible that it might be necessary to proceed with early dissolution of a Lab due to underperformance or changes of a strategic nature. The following procedure and responsible bodies are established in the event that the evidence suggests a Lab should be discontinued:

- Firstly, in an exceptional meeting the IDG will take a reasoned decision to dissolve the Lab and communicate its decision to the RIS3-CV Executive Committee. A simple majority is required to make the decision to dissolve.
- And secondly, the RIS3-CV Executive Committee will be informed by the IDG in its annual report, or by express communication.

#### 5.4. Anticipated risk related to underperformance (Critical Pathways)

The following critical pathways are proposed for making decisions and anticipating situations of risk:

- *The challenges identified have not allowed or sufficiently interesting or specific projects to be generated within a determined timeframe (e.g. six months after the first Lab meeting).*
  - Mitigation initiative: defining challenges is key to the subsequent development of a Lab. It is essential that the challenges are agreed upon by all IDG members, and they have participated to the extent possible. A challenge must be the result of interaction between Lab members and, therefore, its definition must avoid the transfer of identical strategic lines from other plans that have their own execution programme and represent a potential overlap, as well as not providing the incentive effect of a Lab.
- *There is interest, but a lack of leadership and coordination affects the Lab's desired pace of project development.*
  - Mitigation initiative: Participants in the first Labs believe that the Generalitat's leadership is essential to ensure continuity of the Lab's work. Through the Directorate General that leads the Lab, the Generalitat must ensure constant and close commitment to the Lab's operation throughout its whole life cycle. Therefore, good internal organisation and staff allocated at the Directorate General that supports the leadership of the General Director can help to enhance leadership and better coordination.
- *Low participation of IDG members.*
  - Mitigation initiative: as indicated in the methodology, it is essential that all Lab members, including the IDG, understand and share the meaning of a Lab, its purpose, aim and potential to carry out innovative and transformative initiatives. In this way, members gain confidence and make contributions, feeling useful and satisfying their interest in participation.

It is possible that there are more reasons for low participation. In this case, it would be advisable to gather the IDG to address the issue, outline the aspects that contribute to the problem and try to adopt joint measures.
- *Lack of critical mass (VIS agents) to address challenges and suggest projects:*

Mitigation initiative: There are a number of causes that can affect VIS agents' participation. These include the possibility that at the Lab's initial establishment, the analysis carried out by the Directorate General on the Lab's strategic nature is too optimistic about the existence of sufficient critical mass at this time, or perhaps that the Lab's purpose is still far from becoming a reality. Another cause is that the call to VIS agents for the presentation of project ideas is not made through the appropriate channels, and thus fails to reach a greater number of agents. In all cases, one of the keys to attracting VIS agents is to constantly highlight the advantages of participating in a Lab, especially the advantages related to open innovation and partnership with the administration, as this will be the greatest incentive for participation.

## 6. Timeline/planning

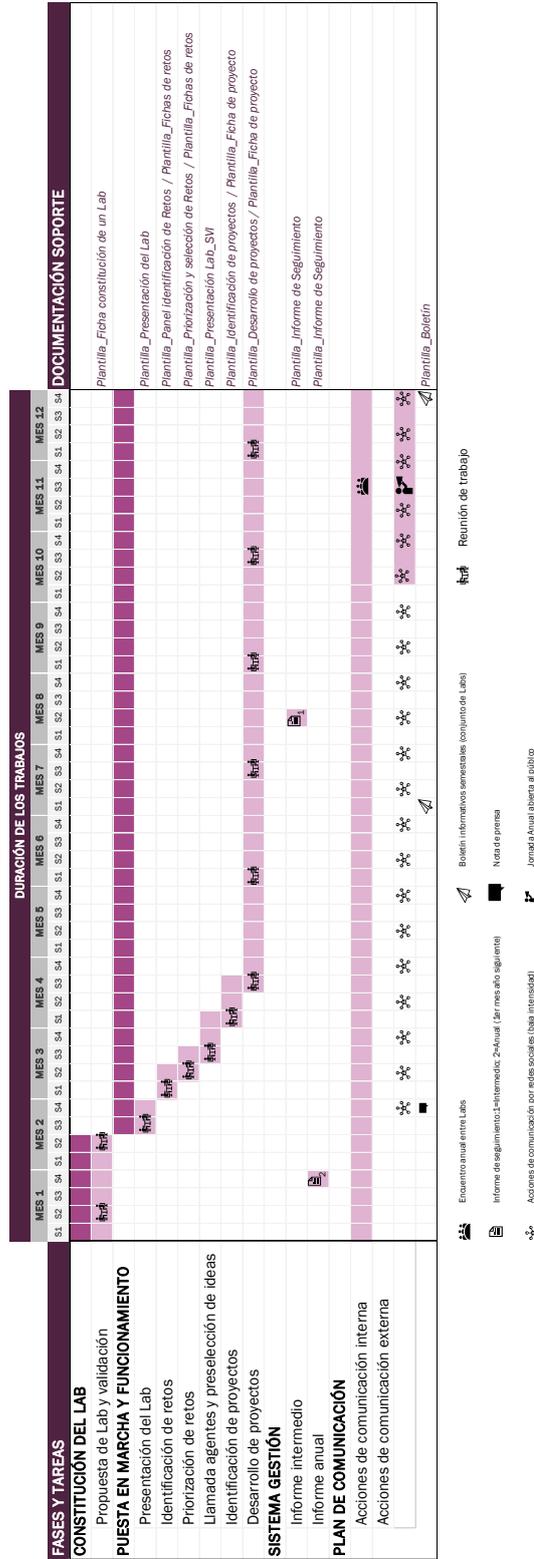


Figure 6. Timeline for launch and operation of the Labs

## 7. Communication plan

Communication is a fundamental element in ensuring the effectiveness of any type of organisation and its correct development. Therefore, any initiative of interest must have a communication strategy that is governed by two guiding principles: *transparency and participation*.

### Lab communication principles



The **principle of transparency** is one of the values that must be embodied by the communication of public initiatives. Applying this principle involves proactive and consistent communication in order to make the maximum number of entities and society in general aware. The strategy to reach them is one of “fine rain”, i.e. constant communication of the different milestones achieved through the available channels, limiting the number of large impact activities and striving to maintain fluid and frequent contact.

**Participation** is another essential value, which is why listening and collaboration mechanisms must be coordinated, maximising the potential of digital communication by identifying and attracting prescribers among Valencian Innovation System agents.

This communication plan will differentiate between internal and external communication:

- *Internal communication* is related to the way in which VIS agents who are Lab members and the RIS3-CV governance bodies communicate and relate to one another
- *External communication* is aimed at the rest of the Valencian innovation ecosystem and society in general.

The IDG Coordinator of each Lab will be responsible for both internal and external communication. They may count on the support of the RIS3-CV Secretariat for certain actions in which all the Labs are involved, such as disseminating newsletters or organising conferences.

Tools for managing the two communication channels outlined above will be suggested, and it is expected that when combined, they will have a significant pull and leverage effect on the Labs' current and future activities.

This guide aims to present all the methods or systems that promote the objectives pursued with creation of the Labs. However, each Lab can decide to use the combination that best suits its structure.

### 7.1 Internal communication

As previously mentioned, the internal communication activities are aimed at Lab members, with two main different groups:

1. IDG members
2. New VIS members incorporated for executing projects
3. RIS3 governance bodies (RIS3 Secretariat, Executive Committee, etc.)

As part of the Internal Communication Plan, the use of different tools to achieve the following objectives is proposed. Furthermore, each IDG will decide on which are the best tools to be implemented in each Lab.

Objectives of internal communication activity



1. Encourage debate and exchange of ideas among participants.
2. Maintain contact with other Labs to share best practices and improvement actions.
3. Use streamlined channels for timely contact regarding any questions or issues related to the launch tasks.
4. Share any other information of interest about the Valencian Innovation System, Smart Specialisation Strategies, regulations or strategic plans, etc.

The proposed tools and their interrelationship with each task are detailed below.

7.1.1 Internal communication tools

The communication channels will be used to manage the daily activity of the Labs. These are systems that can speed up the attainment of information, exchange of opinions, etc., in a much quicker and more direct way than an email chain.

For the launch and operation of the Labs, several possibilities for implementation are differentiated. Several can be selected, or the one that IDG members consider most useful can be chosen.

Name of the tool:	Main functionality:	Interrelation with Tasks:
	Quick and easy creation of differentiated channels per Lab, with the possibility of launching common channels for communication between Labs.	Involvement in all Lab launch and operation tasks.
<b>More information:</b> <a href="https://slack.com/intl/es-es/resources/using-slack/your-quick-start-guide-to-slack">https://slack.com/intl/es-es/resources/using-slack/your-quick-start-guide-to-slack</a>		

Slack is a channel-based messaging platform. It is very useful when information is disseminated via different sources, or when different groups participate in the debate. In Slack workspaces, work is unified in specific locations known as channels. Channels bring together the right people and information for each project, topic or team. Open or closed channels can be created, leaving the possibility of integrating more users in each channel, promoting joint debate or addressing specific topics per channel.



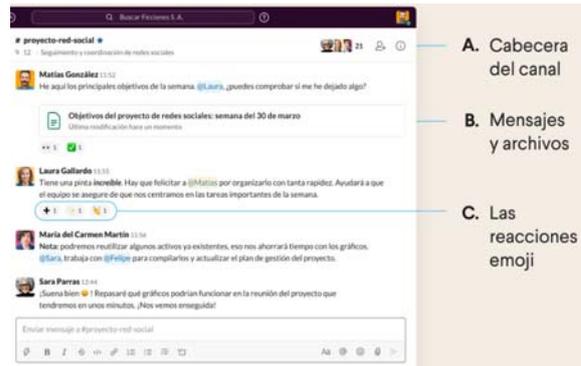
The system's sidebar allows a quick view of all the Group channels created, and specific conversations can be created in addition to the channels launched.

- A. **Writing:** to create direct messages
- B. **Channels:** management of the channels created. Open channels can be opened at the sidebar according to user preferences
- C. **Notifications:** unread messages with possibility to directly mention users
- D. **Direct messages:** individual conversations

Channels allow conversations, debate and exchange of views established between members to be viewed.

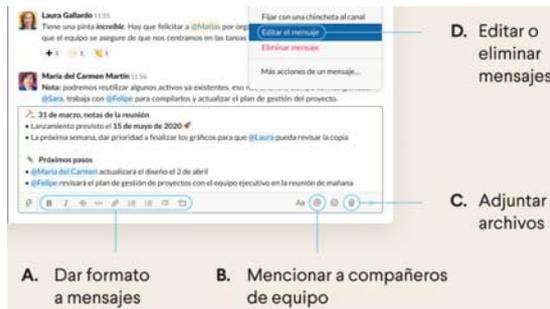
- A. **Header:** general view of the canal
- B. **Messages and Files:** history of messages and shared files
- C. **Reactions:** easy system for responding without creating additional messages:

- 🖐️:clap: — "¡Bien hecho!"
- ⚖️:heavy\_plus\_sign: — "Estoy de acuerdo"
- 👁️:eyes: — "Echando un vistazo" o "Visto"
- ✅:white\_check\_mark: — "Aprobado" o "Marcado como completado"



Creating a single workspace (e.g. RIS3-CV Secretariat) is suggested, on which the following channels depend:

- One channel for each Lab
- A common communication channel for all Labs
- A coordination channel with the RIS3-CV Secretariat
- A channel for sharing other news of interest that is not included in the previous channels.
- One channel per ongoing project. It is also possible to create one channel per challenge, but it is considered that this can be done in the Lab's own channel
- Any other channel considered necessary or useful during Lab launch and operation. Each user can even suggest specific channels as needed

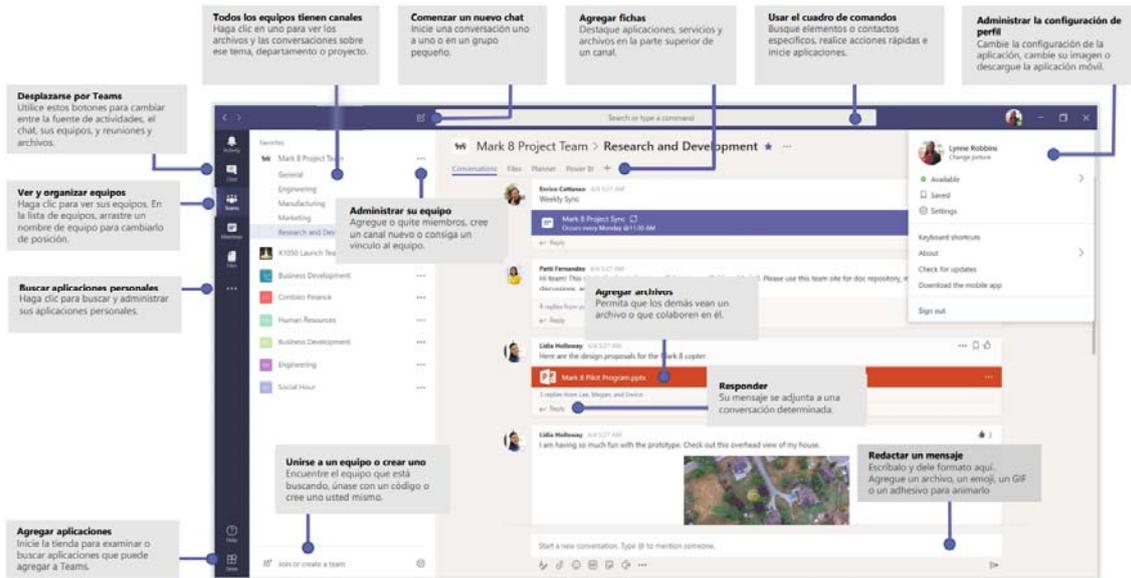


Both messages and files can be shared:

- A. **Formatting:** to personalise messages
- B. **Mentions:** to call the attention of the right person to specific issues
- C. **Files:** to share documentation between users
- D. **Editing:** editing sent messages and deleting messages

Name of the tool:	Main functionality:	Interrelation with Tasks:
	Communication via chat and video calls and sharing files in real-time	Involvement in all Lab launch and operation tasks
<b>More information:</b> <a href="https://download.microsoft.com/download/3/6/C/36C9C203-8075-472C-9BFD-D6A08D9DFD64/Teams%200S.pdf">https://download.microsoft.com/download/3/6/C/36C9C203-8075-472C-9BFD-D6A08D9DFD64/Teams%200S.pdf</a>		

Teams is a communication tool similar to Slack, but it is integrated into the Office 365 suite. It contains similar functionalities, but in order to get the most out of it, all users are advised to install the tool. Furthermore, IT support is needed to add new members.



Name of the tool:	Main functionality:	Interrelation with Tasks:
Email	Sending meeting requests and sharing timely information. It can also be used to send files. However, other streamlined tools to reduce the use of emails have been mentioned.	There will be prompt intervention in all tasks.

Email is one of the most widely used tools in any communication system. However, according to the principles established in this guide, the intention is to make less use of this tool in order to enhance the value of other tools that allow the information exchanged to be better organised, and to maximise the use of communication channels.

Name of the tool:	Main functionality:	Interrelation with Tasks:
Meeting minutes	Summary of each of the meetings or sessions established during the launch and operation of each Lab	Involvement in all Lab launch and operation tasks
<b>More information:</b> Consult "Meeting Minutes" template		

The meeting minutes will be a useful tool that allows the main ideas discussed at each meeting to be synthesised and to outline the next steps or conclusions established. Thus, it will be possible to have evidence of the actions that are being executed as part of each Task.

Name of the tool:	Main functionality:	Interrelation with Tasks:
Voting/survey tools	Compile opinions from Lab members in order to select options or prioritise challenges and projects	Task 3, Task 4, Task 5
<b>More information:</b> <a href="https://www.surveo.com/es/">https://www.surveo.com/es/</a> <a href="https://www.typeform.com/es">https://www.typeform.com/es</a> <a href="https://votephone.com/">https://votephone.com/</a>		

Different voting and survey tools are proposed for use in tasks where it is necessary to carry out opinion-gathering activities.

### 7.1.2 Internal communication actions

Different actions are proposed to promote meetings between Lab members, and also between different groups, to share information and promote technology transfer. The tools described in the previous section will be used in each meeting.

Task type/no.	Slack/Teams	Email	Meeting minutes	Voting/surveys	Observations
Establishment of the Lab		x			Email is limited to more formal communications, while slack channels are used for more direct, informal conversations, sharing working documents, reference reports, etc. In addition, email will be used to send meeting requests. For online meetings, they will include the Teams link to join the video call.
Launch and operation (T1)	x	x	x		
Launch and operation (T2)	x	x	x		
Launch and operation (T3)	x	x	x	x	
Launch and operation (T4)	x	x	x	x	
Launch and operation (T5)	x	x	x	x	
Launch and operation (T6)	x	x	x		

### 7.1.3 Other internal communication actions

In addition to the channels set up for the purpose of sharing the follow-up when choosing challenges, projects, etc., it is interesting to hold specific working tables in scheduled in-person meetings between all Labs. In this way, it will be possible to organise monographs on technologies common to all the Labs, presentations inviting relevant actors in the field from other regions, etc., ensuring that all the progress and success achieved is transferred between all the Labs created.

Action	Main goal:	Interrelation with Tasks:
1 annual meeting between Labs Format: workshop, webinar, etc.	Inter-Lab communication, sharing best practices, tools, successful case studies, searching for common challenges, technical presentations, technology transfer, search for new projects and funding.	Preferably during the development of the projects in the different Labs (from Task 6 onwards).

## 7.2 External communication

External communication is a fundamental pillar that will also contribute to the success of the Labs. It intends to inform the VIS of all developments, open communication channels and proactively propose new ideas or projects. In addition, a two-way flow of information will be opened, so that the current status of each Lab can be found out, and so that ideas, experiences or new initiatives can be received continuously.

Objectives of external communication activity



1. **Encourage debate and exchange of ideas** between the Valencian Innovation System and agents from other regions.
2. **Increase the scope of the Lab as an open innovation tool** for the incorporation of new ideas and projects.
3. **Use streamlined channels** for timely contact regarding any questions or issues related to the launch tasks.
4. **Share any other information of interest** relating to previous experiences, good practices, results, etc.

### 7.2.1 External communication tools

External communication is essential for sharing all the Lab's progress, challenges and projects with the system. Using different tools in combination and, depending on the status of the project, to maximise transfer results, is recommended.

#### Web

The Labs have their own website for publishing news and participating in a debate forum. The recommendation is to use this to share more institutional and strategic information, and to use the other channels to exchange operational information.

Name of the tool:	Main functionality:	Interrelation with Tasks:
RIS3-CV Labs website	Publish news of an institutional nature or milestones in the operation of the Labs	Mainly involved in the first Labs Tasks, but can be used during all of them
<b>More information:</b> Platform <a href="http://ris3cv.gva.es/es/plataforma-participacion">http://ris3cv.gva.es/es/plataforma-participacion</a> Online forums <a href="https://participa.gva.es/web/plataforma-participacion-ris3cv">https://participa.gva.es/web/plataforma-participacion-ris3cv</a>		

#### Social Networks

Nowadays, social networks are a channel for sharing ideas and are used by practically all actors in the quadruple helix. The suggestion is to create publications and news from the Labs using the #labAcronymRIS3CV to tag all the progress associated with the launch and operation of each Lab.

Name of the tool:	Main functionality:	Interrelation with Tasks:
	Creating communication channels to promote the exchange of information between VIS agents	Share Lab progress and meetings (Tasks 1-3). Involvement of the whole VIS, from the Call to Agents (Task 4)
<b>More information:</b> <a href="https://mobile.twitter.com">https://mobile.twitter.com</a> <a href="https://es.linkedin.com">https://es.linkedin.com</a>		

There are two options for these two social networks: news can be published on each member's own account, or a page can be created for each Lab. This would be managed by an IDG member, who will approve all content published. The approach will be less generalised than that of other networks. Because this is a professional network, the focus will be on research and development, new technologies, grants, regulatory changes, etc.

- Function
  - Communicate all findings and progress in the plan that are relevant from a regional development perspective.
  - Show opportunities for joint development initiatives that may arise in the course of the Labs' operation.
- Target audience:
  - All entities belonging to the quadruple helix, not only in the Valencian Community, but also with a national and even international scope.

Name of the tool:	Main functionality:	Interrelation with Tasks:
 Telegram	Creating communication channels to promote the exchange of information between VIS agents	Involvement in the tasks, from the Call to Agents (Task 4)
<b>More information:</b> <a href="http://telegram.com.es/telegram-y-telegram-web/">http://telegram.com.es/telegram-y-telegram-web/</a>		

Telegram is a social network that also allows for the creation of direct communication channels to monitor the execution of the Labs and to share current topics in innovation, as well as relevant news of regional or national interest. Its functions include the following:

- Provides relevant information on the development of the Labs, especially in terms of vision, progress, indicators and news.
- Promotes participation and the Business Process Discovery.
- Sending files, news and documents of up to 1.5Gb
- Allows the use of open channels with no limit on the number of users, with the possibility of selecting avatars or the user's own identification.

Creating one or several Telegram groups focused on external communication will allow members of the Valencian Innovation System to stay involved and connected, to closely follow the development of projects and to be able to participate with new ideas, experiences and successful case studies.

Up to 200,000 members can be admitted, and channels can be created to disseminate messages by administrators (which could be simulated with IDG members) and groups that do allow direct interaction, which is useful for analysing progress in project implementation, for example, and mainly for external communication actions.

**Ideal content scheduling proposal for each social network**

Network	Amount of content	
	<i>Low intensity (data collection, analysis, phase development)</i>	<i>High intensity (on decision dates, conclusion of phases, presentation of results)</i>
<b>Twitter</b>	1-2 publications per fortnight	2-3 publications per week
<b>LinkedIn</b>	1-2 publications per fortnight	2-3 publications per week
<b>Telegram (channel)</b>	1-3 publications per week	1 publication per day
<b>Telegram (group)</b>	According to internal communication needs	
Name of the tool:	Main functionality:	Interrelation with Tasks:

Press releases on the GVA (Valencian Generalitat) website (minimum of one upon foundation of the Labs)	Notify the system of the creation of new Labs	Establishment of the Labs
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In addition to the official GVA (Valencian Generalitat) press release, other publications may be launched in regional and national media, or on specialised websites and blogs related to the Smart Specialisation Strategy.

Name of the tool:	Main functionality:	Interrelation with Tasks:
Biannual newsletters/informative bulletins	Inform the system of all actions undertaken in Labs and future sessions	Involvement in all tasks

The idea is to produce a biannual bulletin or newsletter in which all progress made can be shared with other Labs and with the Valencian Innovation System. This visual communication tool is ideal for reaching all agents and informing them in a joint, synthetic and schematic way.

The steps for production are the following:

1. Set up the Database you want it to be sent to. You can use the Innovation Council's databases, but you can also leave a channel on the Labs' official website, where any organisation can sign up to receive the bulletin by email.

This possibility can be disseminated on social networks and within the previously established channels so that the whole system knows it has this option to be updated and find out about the progress of each Lab.

2. The newsletter would include as many blocks as there are Labs at the time, meaning that an infographic showing the progress of each group could be included, to always know where they are at the moment and what the most significant steps taken so far are.
3. It will be able to incorporate new content that has been requested by other agents, so that it can be personalised with information of value for the VIS.

### 7.2.2 External communication actions

Different actions are proposed to promote meetings and communication between Lab members, the VIS and the general public. The tools described in the previous section will be used for the proposed actions.

Action	Main goal	Tool	Interrelation with Tasks
Communicating the establishment of new Labs	Informing all VIS agents and the general public about the creation of new Labs	Press release	Establishment of the Lab
Communicating Labs' progress and results	Informing all VIS agents and the general public about the progress made in each Lab and the main results achieved so far	Bulletin/ Newsletter	Launch and operation of the Lab *This will be done periodically, every 6 months
Occasional communications on the news, at conferences, etc.	Sharing relevant news with the VIS in a timely manner	Social networks and/or website	Launch and operation of the Lab

**7.2.3 Other external communication actions**

In addition to the channels set up for effective communication with other VIS agents and the general public, it is interesting to carry out other types of actions in which the VIS is involved, such as public conferences, specific working groups, etc. In this way, all relevant information obtained from Labs can be passed onto external agents, at the same time facilitating and promoting the participation and involvement of a greater number of agents.

Action	Main goal:	Interrelation with Tasks:
1 annual open day for the general public	Communication between Labs and external agents, sharing progress, results, etc.	Preferably during the development of the projects in the different Labs (from Task 6 onwards)

## 8. Knowledge transfer

Because Labs are an open innovation tool, it is important to include some considerations on good practice in knowledge sharing and transfer in this guide.

- **“Intellectual and Industrial Property Rights”**: include (i) patents, utility models, industrial designs, topographies of semiconductor products, plant varieties, copyright and related rights, database rights, trademarks, trade names and other distinctive signs, and the right to register them; (ii) domain name rights; (iii) technical and trade secrets; (iv) applications and renewals of any of the foregoing rights; (v) any other rights with a similar effect in any country in the world; (vi) licences or contractual rights to any of the aforementioned rights.

In accordance with that established in Art. 2. 1 of EU Directive 2016/943, the technical and trade secrets referred to in the preceding paragraph are included in this list provided that the information in question is secret in the sense that it is not, as a whole or in the precise configuration and assembly of its components, generally known or readily accessible to people in circles in which the type of information in question is normally used, and which has commercial value due to its secrecy, and has been subject to reasonable measures, in the applicable circumstances, to keep it secret, taken by the person who lawfully exercises control over it.

- **“Pre-Existing Knowledge”** means any technology developed (software and hardware), methodology, patent or any other intellectual or industrial property right held or owned by the participating companies, as well as copyright or rights relating to any information concerning evidence, designs and models, machines, etc. protected by certificates or similar forms of protection. Each member will keep full and exclusive ownership of their own Pre-Existing Knowledge.
- **Ownership of individual results** generated as a result of executing and developing pilot projects will correspond to the party that obtained them. In the event that the results, partial or final, have been obtained jointly, ownership will be shared and proportional to each of the parties.
- Neither party may develop intellectual or industrial property rights based on the technical information provided by the other party, unless this has been expressly authorised in writing in each case.
- Capital goods provided by a party for the execution or development of a research programme or project will always remain the property of the party providing it.
- These premises may be included in **specific consortia agreements** if the choice is made to formalise the pilot and move forward with specific funding, or thanks to any public or private call for proposals.
- After completion of the projects/pilots, the parties may use or commission the use of the results under their ownership. The decision about this use will be communicated to the other parties by the interested party.

## 9. Appendices

The Lab Stimulation Guide includes the following templates and tools that are to be used throughout the tasks:

- Lab Establishment Sheet
- Lab Presentation Template
- Identifying Challenges Template
- Prioritisation and Selection of Challenges Template
- VIS Lab Presentation Template
- Identifying Projects Template
- Project Development Template
- Newsletter Template
- Meeting Minutes Template
- Project Sheet Template
- Challenge Sheet Template
- Monitoring Report Template
- Online Prioritisation Template