

Innovation Booster – Living Labs for Decarbonisation (IB4D) powered by Innosuisse

The Innovation Booster Living Labs for Decarbonisation has been selected by Innosuisse to stimulate social innovation in the field of decarbonisation across Switzerland using design thinking methods to generate radical ideas and develop new solutions to wicked problems in the energy field.

The Innovation Booster Living Labs for Decarbonisation is conducted in accordance with the vision and the rules shared by Innosuisse, as described in the [mission statement](#).

Summary of Programme Rules

The Programme Rules describe the rights & obligations between the Operator [including its agents or third-party service providers] and the Participants. The Programme Rules describe how the programme is designed to work and how the rules are implemented.

For any enquiries regarding the programme rules please contact: info@energylivinglab.com

The Programme Rules currently comprise the “Community Manifesto” and the “Terms of Service”.

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Terms of Service

About this Programme

The Innovation Booster Living Labs for Decarbonisation aims to challenge the culture of how energy decarbonisation projects are created and developed, innovating from the bottom up with citizens and experimenting in a real-life setting. The key decarbonization thematic includes energy efficiency, digitalization, circular economy and mobility. The Energy Living Lab Association (ELLA) leads the programme in collaboration with innovation intermediaries, innovation teams and actors in open innovation to reach this vision.

Governance Model

The organisational structure comprises the Energy Living Lab Association as Leading House supported by HES-SO Valais Wallis through a services contract. The advisory board is comprised of experts in the field of decarbonization and is chaired by Gaetan Cherix, head of Engineering HES-SO Valais Wallis.

The Innovation Committee (IC) is composed of experts from the innovation ecosystem in Switzerland. The IC is independent of the Leading House to diminish the risk of conflict of interest.

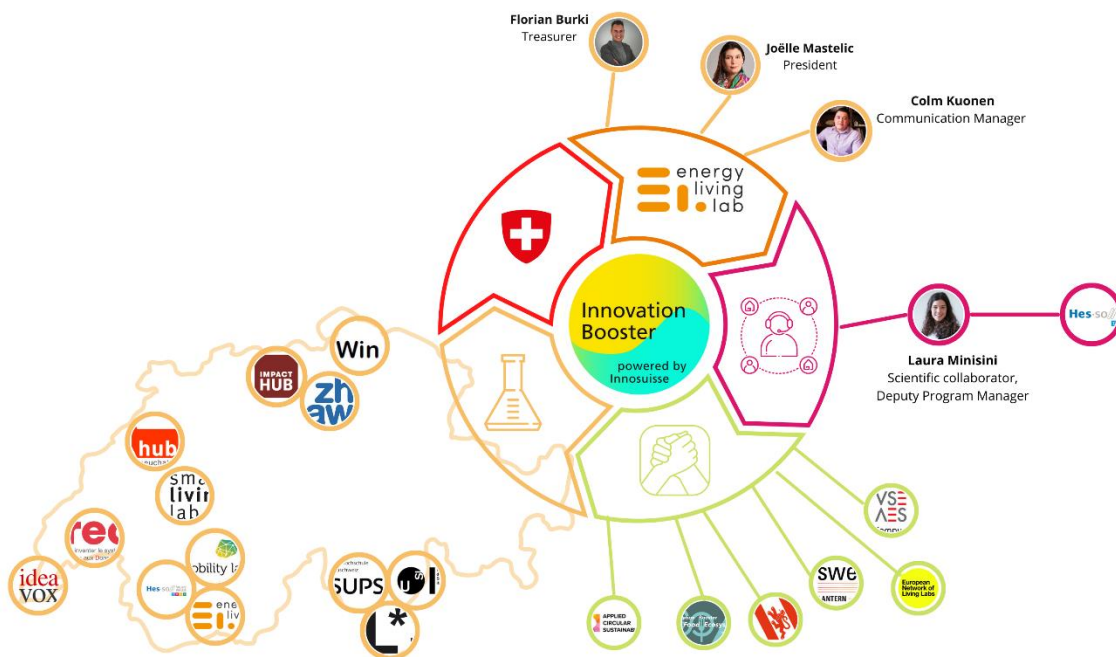


Figure 1 Overview of Governance Model

Community Manifesto

1 Audacity and leadership

We embrace cultural change as an opportunity to reinvent our ways for the better. We dare challenging preconceived ideas and limiting beliefs; to do at times the unusual or the unexpected. We shall lead by example and pave the way. We shall honour those who strive and those who fail.

2 Collaboration and emulation

We contribute to a greater value chain, together and each on our scale, when multilateral synergies are achieved and competition remains fair. We shall seek to leverage complementarities before contrasting differences.

3 Engagement and work ethics

When we make a commitment, we stick to our word. What we do, we do it well and to our best; with passion for quality and precision, with due regard for all middlemen, partners and customers.

4 Responsibility and sustainability

It is our duty to do our part, together and each on our scale, in bringing balance between industrial footprints and nature's cycles. While developing economically viable and ecologically sustainable products and processes, we shall favour system-oriented and long-term solutions.

5 Trust, openness and inclusiveness

We shall accept to give before we receive. We strive to bring about and cultivate open-mindedness and honest, transparent communication towards each other, leaving no one behind. Such is the foundation for trust-based collaboration where innovation and opportunities can thrive.

6 Human- and customer-centricity

Whatever we do or provide, we make sure this serves others. Our endeavours shall be, whenever possible, desirable and meaningful for humans from all walks of life.

What is a Living Lab?

Living Labs (LLs) are innovation intermediaries which orchestrate the stakeholders in a specific region. They collaborate with the quadruple helix local ecosystem composed of citizens, research organizations, companies and government agencies.

- Lls focus on joint-value co-creation, rapid prototyping and testing and scaling-up innovations & businesses.
- Lls are open innovation ecosystems in real-life environments using iterative feedback processes throughout the lifecycle approach of an innovation.
- Within the wide variety of types of living labs and their implementations they all have common elements
- LL's have four types of host organization providing infrastructure, human resources, financial support: a city authority, a research lab of a university, a business unit of a company or an association.
- LL's can be certified by the European Network of Living Labs (ENOLL)

Who is who?

(The full list of roles and responsibilities in the Innovation Booster can be found in Annex 1.)

<i>Roles</i>	<i>Responsibility</i>
Energy Living Lab Association (ELLA) – Leading House The Operator	<ul style="list-style-type: none"> • Programme design & management • Support to the bodies (AB & IC) • Capacity and community building • Support to the Innovation teams • Reporting to the funding agency
Living Labs (LL) and other types of Innovation Intermediaries (II)	<ul style="list-style-type: none"> • Programme introduction to future innovation teams • Operational development (local events, campaigns...) • Secure sponsorship for events & networking • External methodological support for innovation teams (additional services can be provided through a Voucher and services contract (template provided by LH)). • They may be part of the team with a signed 'team agreement'. (template provided by Innosuisse/LH)
Innovation Team Beneficiary of Ideas funding Project coordinator Team Members	<ul style="list-style-type: none"> • Determines & manages the resource pool • Administration, finance and reporting of the idea • Determines foreground and background IP • Members may comprise individuals, students, implementation partners. • Innovation intermediaries may be part of the team however a signed 'team agreement' is required. • The team must comprise a research partner. The research partners of the consortium are HES-SO, SUPSI & ZHAW, however others are welcome.
Implementation Partners Stakeholders who co-fund & implement the innovation ideas	<ul style="list-style-type: none"> • Create economic and social added value. • They can be start-ups, SMEs, larger companies, non-profit organisations, municipal administrations... • Offer products or services on the Swiss market. • Co-fund the innovation teams for amounts from 3,5k CHF to 20kCHF depending on the innovation product/service.

Table 1 – Roles and responsibilities in the programme

The methodology

The Living Lab Integrative Process and its various methods and tools are used in the Programme to help Innovation teams to follow a design thinking process, analyse the problem and co-design solutions with users for users. An overview of each phase is illustrated in Figure 2:

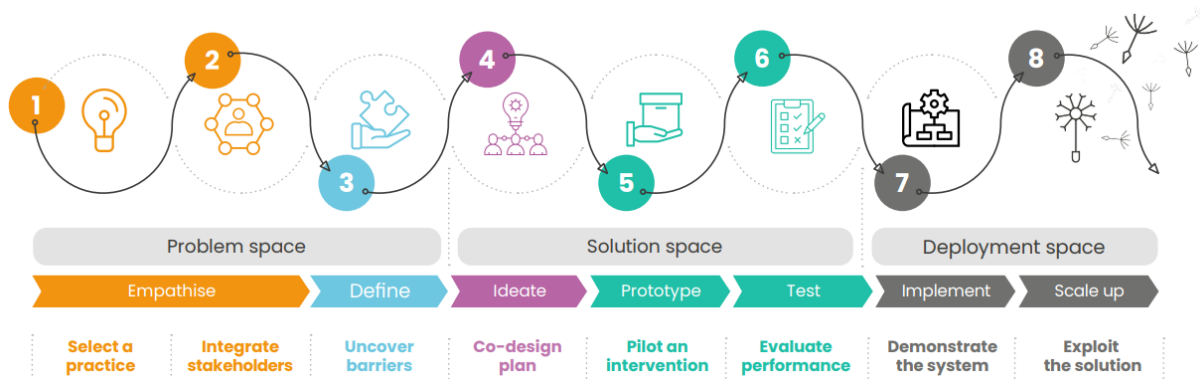


Figure 2 Living Lab Integrative Process

A full description and explanation of the methodology with case studies can be obtained from ELLA or from the Innovation Intermediary.

Activities of the Innovation Booster

The Leading House (LH) supports, and co-fund events run by Innovation Intermediaries and organizes and runs the National Open Innovation Camp. Through these events, a diverse mix of stakeholders from the public, private, citizen and research sectors (quadruple helix model) come together to discuss and understand specific problems associated with decarbonisation thematics including energy efficiency, digitalization, circular economy and mobility and initiate the co-design of solutions to the problems identified. Radicalisation of existing and new ideas is promoted.

Events run by Innovation Intermediaries

Events are run according to the Open Lab Day Guide. The rules of the Open Lab Days are communicated by the Operator to the Innovation Intermediaries prior to the event. During the event, the Innovation Intermediary and organizer of the event communicate the rules of the programme to the participants.

Innovation Intermediaries that are running events must agree to the Programme Rules by signing them in the Open Lab Day Guide. Participants in events enter the programme and agree to the programme rules when they register for an event. During a meeting with the Operator, the Key Performance Indicators (KPI's) for the event are established based on Innosuisse and Leading House requirements. Some KPI's may change depending on the type of event. The main KPIs are described in the OLD guide during the discussion with the Innovation Intermediaries. A minimum co-funding requirement of 10% is required for events from the Innovation Intermediary. Please note that some KPIs have a direct impact on the activities' funding received by the Innovation Intermediary from the Leading House.

National Open Innovation Camp (NOIC)

The National Open Innovation Camp is run by ELLA, the Leading House, in partnership with key stakeholders who communicate the Programme Rules and manage collaboratively the different stakeholders and service providers as per the event plan.

In addition to the events run by the Leading House and the Innovation Intermediaries, the programme activities include the Hype Innovation Platform.

Hype Innovation Platform

The Terms & Conditions of the innovation platform “HYPE” are described when users create a login. Anyone who posts an idea or any other contribution data accepts the Terms & Conditions of the platform during the account creation. When posting an idea for assessment by the Innovation Committee in Hype, the submitter is asked if they want to keep the idea confidential or not. Please refer to the rules directly [on the platform](#).

Standard Procedures and rules

The programme was originally designed by the Leading House in partnership with the consortium. Ongoing feedback from the Innovation Committee, Innovation Intermediaries and Innovation teams has enabled iterations to the processes and procedures of the programme.

The following procedures and rules are broken down into the application, evaluation, initiation, mid-term and close out stages.

Application for Ideas Funding

Prior to the idea’s selection, Innovation Intermediaries should provide an introductory Service “free of charge” and on a minimal basis to prospective participants. Other complementary services may be agreed with the Participants outside the Programme (contract between Innovation Intermediary and the participants respectively) but in compliance with the Swiss law, the Programme Rules and, where applicable, specific agreements made with the Operator. The Innovation Intermediary does not have a monopoly on these services.

- Documents from the Application Kit provided by the Operator, or through the Innovation Intermediary are to be completed by the participants.
- Co-funding from Implementation partners equal to a minimum of 15% for start-ups and associations, and 20% for SMEs is required and confirmed through a Letter of Commitment. Meaning, if the implementation partner is a start-up, the innovation team should ask a minimum of CHF 3500.-. If the Implementation Partner is a company, the co-funding should be a minimum of CHF 5’000.-. Cf the figure below.
- In some cases, the Implementation Partner may be part of the Innovation Team. This co-funding amount must be spent on activities (external services, materials, ...) and not on Innovation team internal salaries.

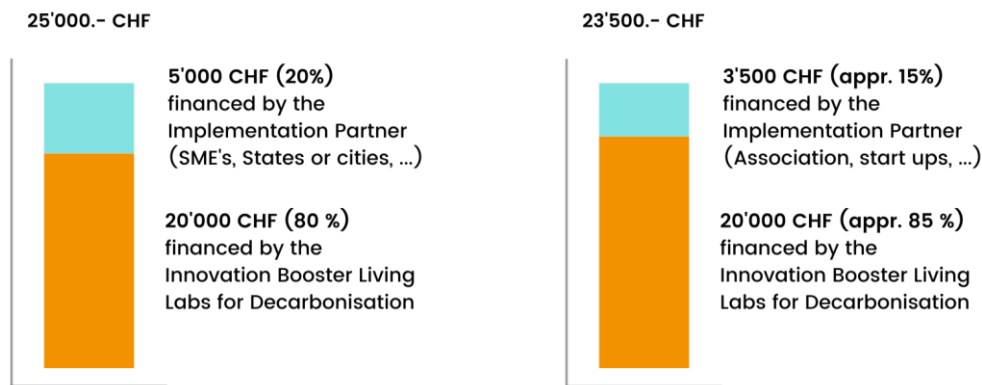


Figure 3 Repartition of the co-funding

Application for Funding

Applications for funding are received through the HYPE Platform, the Innovation Intermediary or the Operator. Details of the application process, dates for applications, criteria and relevant information can be found on the website innobooster.org and from the Leading House.

The applications to the Innovation Committee are submitted into a confidential area in Hype and are only accessible by the Innovation Committee, the Innovation Intermediary and the Operator.

All persons with access to the confidential area are bound by the Community Manifesto and the Programme Rules. If the applicant needs additional confidentiality, an additional Non-Disclosure Agreement (NDA) template can be shared with the Innovation Intermediaries and the IC members.

Evaluation of the Ideas

Ideas are evaluated online in the Hype Platform by independent experts from the Innovation Committee according to the criteria determined by the programme. Here are the criteria determined:

- What is the level of technological innovation inherent in the ideas? *1
- What is the level of economical innovation inherent in the ideas? *1
- What is the level of social innovation inherent in the ideas? *1
- What is the potential of the team to transform idea into an Innosuisse innovation project? *1
- How do you assess the understanding of the problem? *1
- How do you assess the radicality of the following aspects: problem, solution, process, methodology and research? *2
- What is the decarbonisation potential of the idea? *4

Funding decisions are made at regular meetings, the schedule of which is available from the Operator or through the Innovation Intermediary. The campaigns and schedules are provided in the Hype Platform innobooster.org. The Leading House announces the results and sets up the kick-off meetings with the awarded Innovation Teams.

Innovation team funding

The IB supports selected innovation teams with dedicated innovation team funding. Innovation teams can use this support exclusively for necessary expenses connected to the exploration of their idea for a radical solution. Eligible expenses can include expenses for: feasibility, user or market studies; the development of explorative models and prototypes to illustrate innovation ideas and test potential solutions; the methodological support provided to the innovation teams by specialists, for example using design thinking methods (Innosuisse, 2023. *Guide 2.0*).

Third-Party contributions or co-funding of the ideas

From the Innosuisse Guide 2.0 (2023):

Third-party contributions to innovation team funding have to be a cash contribution. This contribution aims to support the innovation team project and show a real interest in the idea.

Third-party contributions to innovation team funding

In addition to third-party contributions to programme funding, IBs must include third-party contributions to innovation team funding in their funding design. The following third-party contributions to innovation team funding are possible:

- 1) **Sponsoring:** Funds from sponsors going to innovation teams for idea exploration
- 2) **Partner-to-partner contributions:** One team partner's cash contribution to one or several other team partners.

Important: Team partners who make a partner-to-partner contribution to innovation team funding cannot at the same time receive Innosuisse or third-party contributions to innovation team funding.

- 3) **External materials and services:** Any team partner can provide third-party contributions to innovation team funding by paying for external materials or services.

Important: Expenses for external services and materials declared as third-party contributions to innovation team funding must be spent in addition to the total Innosuisse contributions to innovation team funding and other third-party contributions to innovation team funding used.

EXAMPLE: An innovation team is composed of two implementation partners (a and b) and one research partner (c). The partner (a) will receive funding from the IB. Partner (c) will have their expenses partly covered by partner (a). Partner (b) will provide own funding to

cover another part of the expenses of partner (c); these additional funds coming from (b) can count towards third party contribution to innovation team funding.

Contributions that do not count as third-party contributions

Third-party contributions cannot include:

- 1) **Cash self-contributions:** Partner-to-partner contributions made by a beneficiary of Innosuisse or third-party contributions
- 2) **In-kind contributions:** Contributions provided in the form of goods or services
- 3) **Public contributions:** Contributions from the public sector or from public actors

EXAMPLE: An innovation team is composed of a research partner (a) and an implementation partner (b). While partner (a) receives financial support from the IB, the financial support is then split between both partners (a) and (b). In addition, partner (b) contributes to the idea verification with partner-to-partner and in-kind contributions (hours worked on the idea). These funds do not count as third-party contributions to the IB.

Use of fundings

We request the submission of specific documents that we have included in the excel document Beneficiary Declaration (to provide at the mid-term). If we do not have the requested information and documents, ELLA and Innosuisse reserve the right to request the reimbursement of funding from the innovation teams. Check in the section Mid-term review for more information.

Innovation Booster Guide 2.0: “IBs must ask innovation teams to return all unused funds. This includes potential funds that the innovation team used to cover ineligible expenses. Please also note that Innosuisse contributions only cover eligible costs that could not be covered by third-party contributions.” “If beneficiaries used funds for ineligible expenses or did not use all of the funding paid to them by the IB, the Leading Houses must either return these funds to Innosuisse or reinvest them in a different idea.”

Initiation of Innovation Teams

Successful Innovation Teams are required to attend a Kick-Off meeting with the Operator which explains the Programme Rules for the feasibility phase of the programme as well as the grant agreement, evidence of the co-funding transaction, project documents and exiting the Programme. Innovation Teams receive funding through the Leading House or Innovation Intermediary based on their successful achievement of milestones.

A summary of the documents required during the idea development phase is illustrated in Figure 3.

Documents requested through your Living Lab Consultant/Manager

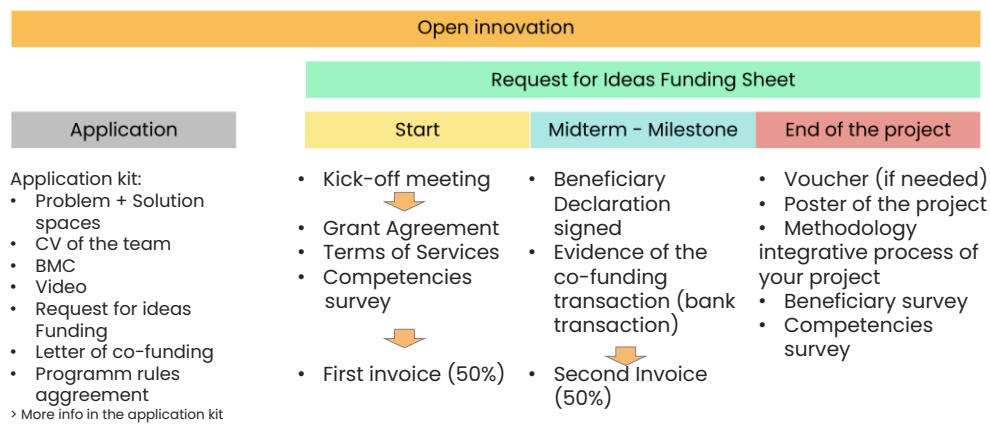


Figure 3 Documents requested throughout the programme

Complementary Services provided by the Innovation Intermediary

If the Innovation team decide to engage complementary services of the Innovation Intermediary outside the Programme, a contract between the Innovation Intermediary and the participants respectively but in compliance with the Swiss law, the Programme Rules and, where applicable, specific agreements made with the Operator, must be signed and a copy must be provided to the Leading House. The Innovation Intermediary does not have a monopoly on these services. It is recommended that any external services provided to the Innovation teams are provided through a written agreement. A sample contract agreement is available from the Leading House. If the Innovation Intermediary becomes part of the team, a team agreement is required (template provided by the Leading House).

Team Agreement

During the idea co-development phase, the "Team Agreement" defines the rules (rights & obligations) that the Participants agree among themselves (*inter parties*), with or without the Innovation Intermediary. A template of the "Team Agreement" is provided in the Programme in the form of a simple partnership agreement; other variants such as the creation of a legal entity (f.i. an association) are also possible. A signed "Team Agreement" is required. It should define roles, statement of works, resources pool, background and foreground IP and other team rules which may apply to teamwork.

Mid-term review

Innovation Teams are required to have a mid-term review with the Leading House and Innovation Intermediary (if applicable). Process towards KPIs and the methodologies used to assess the problem and co-design a solution are reviewed. The needs of the teams are assessed, and any new support required is considered. Further funding options are discussed, supported by the e-learning material provided by ELLA.

During the mid-term review, the Innovation team will go through the Beneficiary Declaration documents and the Leading House will ask them to finalise it and sign it to attest how they used the funding and for what purpose. It is mandatory to provide this document. A detailed message with a check list will be provided to the Innovation Teams.

At least one member of each Innovation Teams/participant is required to attend the National Open Innovation Camp at least once during the Programme.

Exit from the Programme

A close out call is undertaken between the Innovation Teams and the Leading House, in the presence of the Innovation Intermediary, as required. This enables feedback on the quality of the programme as required by Innosuisse and the Leading House and allows continuous improvement of processes. The Innovation Teams are required to submit a case study and testimonial at this exit point.

Approach to Open Innovation

With the ideas funding, the Innovation Teams will continue to work on the problem phase, mash up the idea and test it with users, therefore the solution is expected to be the outcome of the innovation teamwork.

Definition of Open Innovation in the Innovation Booster Programme

«In the Innovation Booster program, open innovation is a collaborative approach that integrates know-how and inspiration outside-in and shares it inside-out one's own organization pushes towards a more interdisciplinary approach promotes a pragmatic and fair approach to intellectual property based on trust to produce unexpected solutions and create more radical ideas to tackle common challenges.
»

Definition of Radical Innovation by Innosuisse:

Incremental innovation ideas improve existing products, processes or services or adapt them step by step to open new markets, create new customer value, reduce costs or react to external changes such as new laws. **Radical innovation ideas** create new products, services or processes with new properties and forms through completely new approaches. They can develop entire industries and markets.

Some examples: the fridge allows us to preserve food for more than one day; the moving assembly line allowed Henry Ford to produce a car in 90 minutes instead of 12 hours; smartphones melt internet, telephone and TV into one device; and streaming on demand services bring the cinema into the living room. All examples have revolutionised the market and changed everyday life.

Confidentiality commitments

The Operator commits to keep confidential any information to which it has exclusive or privileged access in the Programme.

Any confidentiality issues should be discussed by the Innovation Intermediary with the Innovation teams prior to the submission of the application. The need for an NDA can be determined by the Innovation Intermediary and the team together prior to submission.

Intellectual Property Rights

Each Participant owns or may own Intellectual Property Rights (“IPR”; such as copyrights, patents, trademarks) or legally protected secrets (“Secrets”; such manufacturing, business or trade secrets) which were developed or reduced to practice before partaking or outside of the Programme.

The template team agreement should enable any foreground or background IP to be identified early on. Experts will be made available by the operator if required.

Each Participant remains the sole owner of all rights, title, and interest in and to her or his own Background IPR. Participation in the Programme does neither results nor may be construed as resulting in a transfer, assignment or any right to use such Background IPR. Proprietary Background IPR referred to in Contribution Data should, as much as practicable, be indicated and marked as such in an identified or clearly identifiable manner (e.g. Patent CH1234567). Any and all Intellectual Property Rights and Secrets on the Results which are conceived, made, reduced to practice or learned by the Participant as part of the Project during the Feasibility Study are governed by the specific Team Rules agreed upon by the Members of the Team.

Communication

All communication about the Programme must comply with Innosuisse branding Guidelines which are explained in the Kick-Off Meetings for Innovation teams and the Open Lab Day Guide for the events.

The Operator reserves the right to update the Programme Rules at any time and will notify the participants through the website [innobooster.org](https://energylivinglab.com/projects/innovation-booster/). Therefore, this document is subject to change, the latest version should always be downloaded from the website.

<https://energylivinglab.com/projects/innovation-booster/>

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Annex 1 Roles in the Innovation Booster

<p>Leading House 'Operator'</p>	<p>The Energy Living Lab Association (ELLA) is the Operator of the Programme and is the Leading House of the Innovation Booster Living labs for Decarbonisation. ELLA is responsible for the management of the Programme. HES-SO Valais Wallis have a service contract with ELLA to assist in operating the programme.</p> <p>The Energy Living Lab Association Statutes describe the legal framework for the Leading House. The Framework Agreement and Annual Agreement between the Leading House and Innosuisse describes the programme requirement and KPIs.</p> <p>This is a non-profit organisation that acts as an applicant vis-à-vis Innosuisse and on behalf of the Consortium. The Leading House assumes responsibility vis-à-vis Innosuisse for processing the Innovation Boosters. The Leading House supports the Consortium in the conception and implementation of the Innovation Boosters.</p> <p>The Leading House is the Energy Living Lab Association with President – Joelle Mastelic and programme manager of the IB. The deputy programme manager of the leading house is Laura Minisini. The Energy Living Lab Association is the Franchiser of the Innovation Intermediaries and Living Labs, providing guidance and training as well as certification of living labs.</p>
<p>Innovation Committee</p>	<p>Comprised of experts in the field of Innovation and Decarbonisation who decide what ideas obtain funding. These experts are not involved in the management or operation of the programme. Innovation committee members agree to the community manifesto and agree to be trusted in the protection and promotion of all the ideas that they evaluate through the programme.</p>
<p>Innovation Intermediary</p>	<p>The Innovation Intermediary are an individual or group of innovation Intermediaries and service providers in the field of co-design and other collaborative ideation processes or methods. Most Living Labs have an agreement with the Operator to identify and orient prospective Participants; in return, the Operator promotes them as optional service providers of the Programme. Innovation Intermediaries/Living Labs Consultants/Managers are considered participants in the programme and are subject to the Programme Rules.</p>

	<p>The Innovation Intermediary can be a Living Lab: “A Living Lab is an innovation intermediary, which orchestrates an ecosystem of actors in a specific region. Its goal is to co-design products and services, in an iterative way, with key stakeholders in a public private people partnership and in a real-life setting. One of the outcomes of this co-design process is the co-creation of social value (benefit). To achieve its objectives, the Living Lab mobilises existing innovation tools and methods or develop new ones. » (Mastelic, 2019). The host of a Living Lab can be a private organization, a department of a Public Authority, Research lab of a university or Civil Society Group such as an Association.</p> <p>The Innovation Intermediary are regional catalysts, who are trained and certified in co-design and the living lab process. The Innovation Intermediary facilitates the Innovation teams through the co-design process. Living Labs can be members of The Energy Living Lab Association and a social franchise.</p>
Participants/ Innovation teams	<p>People who sign up for the Programme (subscribe to the Programme Rules by joining when registering on the Platform or signing the Programme rules in the application kit or with the Innovation Intermediary, regardless of whether their idea is selected or not. Participants subscribe to the Programme Rules when they apply for ideas funding through the Operator or the Innovation Intermediary on Hype and sign them again when they receive the funding.</p> <p>Innovation teams mostly operate through the living labs and comprise participants, living lab managers, implementation partners, university representatives and ideally, customers who are expected to benefit from the planned innovations. They may also include other key stakeholders who play a role in developing the idea, such as regulatory authorities. The roles are described in the Programme Rules.</p> <p>They are responsible for the project and the accounting related to the project.</p>
Research partners	<p>Research, document and publish scientific findings including science-based innovations that go beyond the latest technology or knowledge and require an exchange of knowhow and/or technology between the university and implementation partners.</p> <p>The research partners are HES SO, ZHAW, SUPSI and other academic faculties.</p>

Consortium	<p>Each individual Innovation Booster is supported by a consortium consisting of representatives of the relevant stakeholders from universities and business/society, who together wish to assume responsibility for the successful implementation of such an Innovation Booster. The consortium is therefore the responsible body of an Innovation Booster and jointly represents it to the outside world. The Consortium is a People, Public, Private, Partnership</p>
Supporting networks	<p>Innovation channels who have an existing relationship with potential implementation partners and commit to marketing and promoting the Innovation Booster Living Labs for Decarbonisation for the benefit of their members.</p>
Implementation partners	<p>Implementation partners are those stakeholders who implement the innovation ideas, thus creating economic added value. These can be start-ups, SMEs or larger companies that offer products or services and create economic added value. However, they can also be non-profit organisations such as municipal administrations that can generate societal benefits and reduce public costs through the implementation of innovations.</p> <p>It is expected that implementation partners part funds the innovation teams for amounts from 5kCHF to 20kCHF depending on the innovation product/service and Living Lab.</p>