KNOWLEDGE ALLIANCE

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ASKFOOD – Alliance for Skills and Knowledge to Widen Food Sector-related Open Innovation, Optimization and Development

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Deliverable D4.4

Specifications of selected acceleration initiatives

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Dissemination Level		
PU	Public	
PP	Restricted to other programme participants (including Commission services and projects reviewers)	
CO	Confidential, only for members of the consortium (including EACEA and Commission services and projects reviewers)	**X**

Summary:

This deliverable reports the selected activities to promote the entrepreneurial skills and mindest with targets, outcomes and impacts, methods, layout and exponential development plan. In this framework, the ASKFOOD consortium focused its activities in designing, implementing and piloting an educational and training approach to develop entrepreneurial skills called "Reversed Incubator" (RI).
This document included the general description, the steps and documents of the RI approach and the results of the pilot test carried out in Italy M13-M26.
The development of the RI approach in other partner countries will be included in **D4.4. Part II**.

Table of Contents

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1. Work Package 4 - The Reversed Incubator Approach – General aims and activities

This work package and its tasks are aimed to:

(1) Improve industry-oriented professional skills of students, teachers and industry professionals and integrate science and technology skills into industry by investing in an open ecosystem to connect and contaminate talents, ideas and entrepreneurial initiatives to multiply the value of the entire value chain of the food-related sectors;

(2) Support an industry-driven generation of innovative start-ups

(3) Connect the resources and the ideas generated in WP1 and WP2 into an innovative platform that supports the entrepreneurial generativity and new models to re-think and do business.

The ASKFOOD Reversed Incubator approach inverts the traditional approach to generate business as it designs and develops start-ups starting from the needs/opportunities of innovation (challenge) expressed by enterprises.

These companies provide certain financial resources, knowledge of the market and the presence of distribution channels, so start-ups can operate from the beginning within the logic of satisfying the first customer. Talents, organised in teams, develop the challenge in an inter-sectoral a multidisciplinary ecosystem. Academia and Research centres provide mentorship, educational and training support.

The "reversed" logic promotes a virtuous and sustainable system that brings the talents and research to the market and move them away from the vicious logic in which they would fall if they followed models that rely mainly on finance to drive the growth of start-ups.

2. PART I

2.1. The Reversed Incubator training approach - introduction

In the ASKFOOD project, the "Reversed Incubation" training methodology will be implemented as innovative approach to reinforce innovation capabilities, and to up-skill both professionals from industry and talents from university by adopting disruptive training solutions.

To get the proper spirit of this approach, two are the main aspects to consider:

a) the RI *per sé* doesn't play the role of business incubators or start-up accelerators even if resources and methodologies will be partly shared with them: the main aim of the ASKFOOD project is not the creation of new companies but the exploration of approaches that can support the effectiveness both of entrepreneurial education within the universities and the innovation in traditional university-industry cooperation in food and food-related sectors;

b) the ASKFOOD project is focused on "skills" and how different interactions between professionals, researchers, universities and talents impact on skills themselves: the "plug and play"

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approach is aimed at defining new schemes for training that can produce positive impact on the shift from a "lifelong learning" focus to a "lifelong employability" strategy in the food sector.

Three are the main stages to implement the RI incubation approach that connect task 4.1. and task 4.3. of the WP4 working plans; a comparison of the training effectiveness of the RI and Garage Labs will be also launched and eventually a discussion about how to integrate RI and relate these activities with the Garage Labs (task 4.2) will be also be promoted. So,Task 4.2. (Garage Labs) is progressing in parallel, with the idea to use them to activate researchers as university spin-offs promoters.
The Reversed Incubator approach requires for its implementation four **core steps** here below described and overall depicted in **Figure 1.**

Step 1: selection of the **food companies** to be involved. The companies will be assessed and accompanied in their innovation strategies so to identify the ground based on which talent selection can be set (see Section 2.2.).

Step 2: selection of the **talents** and creation of the working teams to incubate as potential start-ups to manage the most effective response to the untapped innovation potential expressed by the companies (step 1). The difference between a traditional Open Innovation Challenge and the Reverse Incubator model is that the teams of talents will be organized, supported and incubatd to create new business or start-ups with some pre-defined clients and a "captive" market represented by the company who will adopt the team and use it as a sort of "corporate startup" (Section 2.3).

step 3: Innovation Needs & Talents matching.

Step 4: activation of the reverse incubation path including the Innovation Garage Lab and talents' teams training. In this step the definition of documents to protect IPR issues among participants (*Non Disclosure Agreements*) and any other document of the Reverse Incubation is included.

This process has been piloted in Italy (pilot Reverse Incubator), starting in February 2019 with the preliminary meetings, organization of events (Reverse Incubator unconference), selection of talents, identification of companies and challenges, training of the talents, under the lead of Cassiopea (IT) and in collaboration with University of Teramo (IT).

In the following sections of this deliverable, the detailed description of each step, actors to be involved, activities and related documents prepared are included.

A dedicated session of the website of the ASKFOOD project has been set (https://www.askfood.eu/reversed-incubator) to describe the training approach, guide any interested party (university, organisation etc.) to undertake the training initiative in its country, and report about the different editions that will be organised within the ASKFOOD project time frame and beyond.

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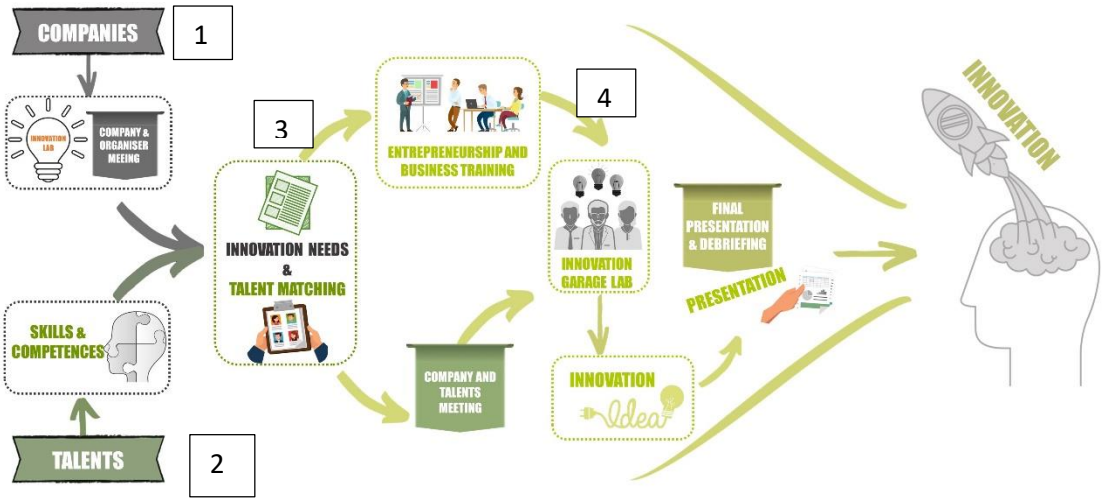

Figure 1: The Reversed incubator approach – steps

2.2. ROLE OF THE ORGANIZING ENTITY

The RI process could be developed by any institution that can implement the full framework of actors including:

- Universities or Knowledge/research centers, that will provide human resources, talents and mentors. The leading University can involve also other universities at national or international level to support the full process.
- Training Providers
- Incubators
- Any entity associated with training and education in entrepreneurship, including food industries/enterprises organizations (e.g. National food industries federation) that, in turn, launch the call for selection of the companies to be involved.

The RI process could be also co-organised and jointly developed by two or more organizations that agree on the process procedures by formal or informal agreements. Representatives of the organizations will then be included in an Organizing committee that could be supported also by external experts that will contribute in the development of the various steps of the RI process.

The organizing entity(ies) have to develop a strategic plan of actions that includes:

- Calls for talents (Fig . 1, step 2)
- Call for companies (Fig . 1, step 1)

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- Definition of the timing and planning of the full RI process including meetings and events, e.g. an Open day event for companies and challenge presentations, talents-companies matching event, and final presentation of the projects.
- Setting of documents for companies e.g. *Non Disclosure Agreements*, IPR issues aspects.

To support the Talents' teams Universities/knowledge/research entities identify senior experts among young researchers, teachers or professionals that will act as "mentor". Each team will be supported by one mentor that has the role of guiding and supervising the team in the development of their project; he/she will not participate actively in the implementation of the project activities developed by the Team itself.

Mentors are asked to fill in a short CV (Mentor Card, see template **Annexe 1**)

The mentor will receive also some guidelines as here below reported to support their role in the training.

Timing	Aim of the meeting	Guiding questions
T= 0	**Mentorship program planning**	*What is the value proposition of the challenge?* *Does the project really have business potential?* *What are the weaknesses?* *What are the "external help" to strengthen the project ?*
T=0	**Wrap-up and validation of the target objectives of teh Talent Team**	*How do you become an innovative startup?* *Does the proposed idea rightly highlight a Unique Selling Proposition? Is there an analysis of the competitors?* *Is the economic and financial plan properly drafted and set up?*
T=0 + 45 days (example)	**One or two meetings with the Talent Team**	
T=0 + 60 days (example)	**Final meeting before the final presentation**	*Is the Report well filled in?* *Is the files/documents/materials for the pitch competition well developed and ready?*

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The organizing entity could set an Organizing Committee that will supervise on the proper development of the reverse incubation process and control that all teams are continuously involved in the RI training. The Organizing Committee will take care of all the planning and organization of the meetings and events connected to the RI process.

2.3 STEPS

2.3.1. Step 1: Selection of the companies to be involved

The business incubation, in the RI approach, doesn't start with the selection of potential start-ups but supports the creation of "on-demand" start-ups by matching un-explored innovation needs of food and food-related companies and young talents from academia, who will be supported in setting up a newco that will play the role of "external provider" of innovation for the companies. In this sense, we used the expression of "plug and play" to describe the interaction between the consolidated company and the incubated startups.

One of the methodological option of in this training approach is to consider among the potential demanders of skills and external innovation, besides SMEs and other business entities, also newly created start-ups, who have already been active on the market for two/three years.

This step is aimed to identify a cluster of companies to be involved in the RI process and to better evidence and assess the results a grid map (**Table 1**) has been defined.

In real implementation of the RI process, organisers can fix the number of companies to be included in the cluster and their characteristics based on availability and specific framework of action.

Cluster of companies could be made of a community of companies of either different size and sector of activities or similar taking in to account the possibility to use the results of the RI process as an opportunity to favour innovation in a wider food manufacturing sector or in specific sub-groups.

Besides the classification of the companies according to the **Reversed Innovation Panel (Table 1)** is the grid used to map and cluster the companies that will be involved in the RI process.

In an initial step all the companies included in the cluster **could pre-filtered** by considering four aspects:

a) ***Reverse Innovation perception*** (i.e. will to innovate and to invest on open innovation, joined with a consciousness of not having enough of internal resources – time, competencies, organisational model – to man innovation internally)

b) Company size and maturity

c) ***Relative ease to React and to Cooperate*** (i.e. within the ASKFOOD Project lifetime or, beyond the project, within a specific framework)

d) ***(only in the lifetime of the ASKFOOD project) Potential to act as Multiplier Agent/ Ambassador of the Project and of the Reverse Incubation Approach*** (i.e. being part of a cluster; being a promoter of Open Innovation Challenge; being a member of an EU or international Network or Alliance)

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For selection purposes companies can be invited at formal or informal events and meetings (e.g. unconference) where the organisers will offer them the opportunity to get additional info about the RI process, share their innovation ideas and network with other enterprises.

Maturity stage / Classification criteria	Consolidated company	Start-up company
Business size		
Small		
Medium		
Large		
Position in the value chain		
Production		
Transformation		
Logistics		
Distribution		
Consumption		
Marketing		
Other Services (Specify)		
Type of innovation need		
Food technology related		
IOT/4.0 Food Industry		
Food Science related		
Internationalization related		
Market and consumption related		
New Product		

Table 1. The Reverse innovation panel. A grid to map and categorise the companies involved in the Reverse Incubation approach.

2.3.2. Step 2: Selection of the TALENTS and TEAMS setting

Talents involved in the RI process can be selected among the following categories:

- Students of bachelor and master degree students

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- PhD students
- Graduates

In general, they could be classified as “aspirant entrepreneurs”.

Aspirant “talents” has to submit its application according to the call launched by the organizing entity and submit a CV where its skills are highlighted. They can also apply already as Team. In both cases the “Talent Card” is to be submitted (**see Annexe II, form for Talent Card individual/Team**).

Talents could be also selected from owners of small companies or start-ups that would like to take the opportunity of the RI to present their innovative ideas

A call for applicant talents is opened by the organisers that could (or not) also include the list of the innovation needs/challenges of the companies. In this case, applicants could present a brief description of their possible solution to the challenge (**Annexe III** – Technical description of the innovation Mod. B).

The organizing entity will collect all the applications and based on the challenge and the skills of the applicants and their proposals they will be preliminarily selected. If a call for individuals is open then they will be grouped and teams of talents made of up to 3-4 applicants will be made. The selection of each talent to be included in a team will be made by compensating skills and scientific or technical expertise so to make multidisciplinary teams where possible.

The organizing entity is also in charge of the selection of the Talent’s Teams **tutors or mentors.**

The RI process includes the presence of a tutor that will be assigned to each Talent Team that have the following role:

- to guide and support, by giving suggestions in terms of knowledge and specific competence in the field, the teams during the innovation lab. They have not to provide the solution to the challenge and/or collaborate in the project as a member of the Team.

- to favor the interaction between the Talent Teams and the company/business that launched the challenge

- to plan meetings with the Talent Teams and the company/business

- to sort out any issue that could originate during the RI.

The organizing entity could select the tutor among the teachers and researchers, including post-docs or Early State Researchers, of the same institution or identify external collaborators (e.g. consultants, professionals) interested to play this role in the RI process.

The selection has to be done based on the specific expertise in the field and/or in tutoring.

2.3.3. Step 3: Innovation companies’ needs & Talents Teams matching

Matching of the Innovation companies’ needs (challenge) and the Talent’s teams is made by the Organizing entity/committee. The matching is made on the basis of the information collected; a specific dedicated event could be also organized so that companies and Teams could be reciprocally introduced.

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2.3.4 Stage 4: the design of the specifications for the selected acceleration initiatives

2.3.4.1. Innovation Check Up Grid

After the Stage 1, companies need to identify their innovation needs (challenges) and test their potential ability to implement the RI process. To this purpose and with the aim of the definition of the selected acceleration initiatives the **Innovation Check Up Grid** questionnaire was designed **(Annexe III),** by the WP Leader with the support of the associated partners representing incubators/accelerators and future curators with a dedicated focus on the food sector. The innovation check-up grid is a tool to understand how effective an organisation is at managing innovation and where is some room to implement reversed incubation.

The main questions are structured around the Pentathlon Framework, developed by Keith Goffin at Cranfield School of Management (UK), that classifies innovation into outputs (such as products, services, processes, and business models) and five aspects of innovation management: strategy; ideas generation; prioritisation; implementation; and people, culture and organisation (see figure 2).

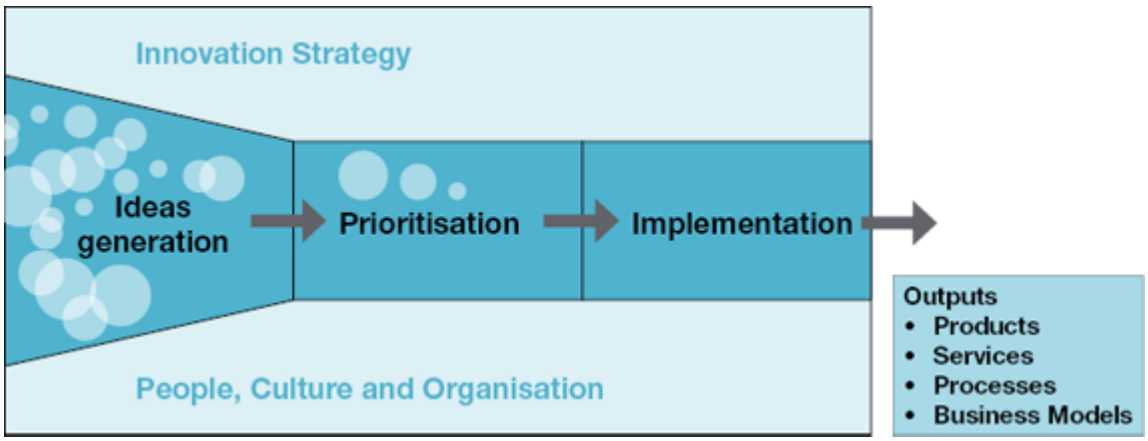

Figure 2. The five aspects of innovation management (Goffin and Mitchell, 2005 In "Innovation Management: Strategy and Implementation using the Pentathlon Framework")

The **Innovation Check Up Grid** questionnaire could be either distributed to the companies of the cluster during a meeting (e.g. RI Open Day, unconference) or send by email and includes questions aimed to obtain some key information like:

1. How many new products and services did we launch last year and how does this compare to the ideal?
2. How long does it take an idea to go from initial approval to full implementation?
3. What proportion of our revenues comes from products or services launched in the last two years?
4. How effective is our idea generation programme? How many ideas are we generating?
5. How healthy is our new product pipeline? What is the forecast value of developments in the pipeline?

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6. How many ideas per employee are submitted and how many are approved?
7. What resources in terms of people, time and money are we allocating to innovation?

The Innovation Check-Up Grid questionnaire will be supported by a desk analysis managed through an **innovation audit** at the company. An innovation audit looks at a number of issues to see what is working well and what is impeding innovation in the company.

In addition to numerical and analytical questions the audit should examine on-site issues of lower importance. In depth interviews with a sample of people from different departments and with different roles will reveal much about the cultural level and competences. Typical discussion could be focused on questions like these:

1. To what extent are people empowered to try out new ideas?
2. Do we recognise and reward risk taking while developing innovative solutions?
3. Do we blame people for failure when initiatives do not succeed?
4. Can people challenge company policy or the decisions of the boss?
5. Are we complacent or entrepreneurial?
6. Do we deliberately look outside for ideas?
7. Do departments openly collaborate on projects?
8. What is stopping us from implementing more ideas quickly?

The audit should also examine the idea approval process with questions like:

1. How many hurdles does a proposal have to clear to get approved?
2. How many people are involved?

Flow diagrams of the modified/innovative and real approval processes need to be generated and examined with questions like:

1. Is the approval process fit for purpose?
2. Can small ideas get through or do they have to go through the same approvals as major initiatives?
3. Etc.

An additional result of the Innovation Check-Up Grid and Audit with the companies is to get their insight regarding two open questions:

a) **Type of innovation** which they would like to be supported for (i.e. technological, scientific, organizational, commercial)

b) **Type of talents/skills** which they wold like to have as external support (i.e. age, core competences, basic skills, background, gender, character)

The recorded data will build up the **enterprise profile** that will be collected in the enterprises'portfolio that will be included in the Digital Business and Training Ecosystem.

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All these information will be used also to refine the map reported **in Figure 3,** that will be used also to monitor and evaluate the impact of the RI process on the following dimensions:

- **Innovation strategy:** to what extent is there a clear, effective and communicated innovation strategy?
- **Idea generation:** to what extent is there a positive, collaborative approach to generating customer focused ideas?
- **Prioritisation:** to what extent are the most appropriate ideas selected for implementation?
- **Implementation:** to what extent are ideas quickly and successfully implemented?
- **People and organisation:** to what extent is there a culture of innovation?
- **Output:** to what extent are the number of new products and services developed sufficient?

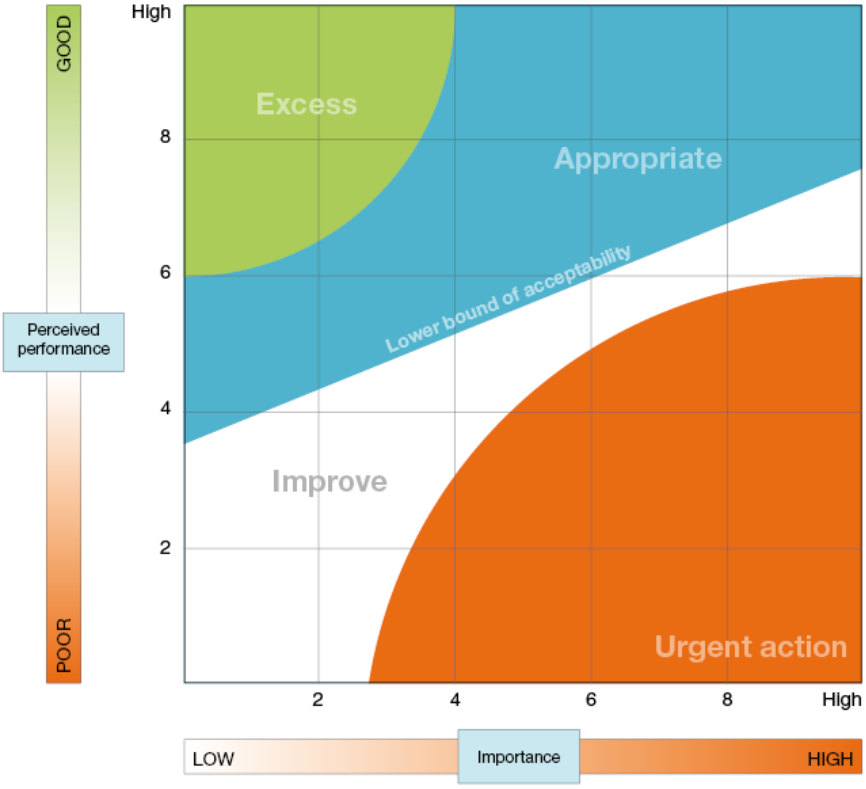

Figure 3. The impact map to monitor the reversed incubation effect on the selected cluster of companies (Goffin and Mitchell, 2005)

2.3.4.2. Talents-challenge matching and Innovation Garage Lab

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The Organising committee is charged to match the Talent teams and challenges provided by the companies involved in the RI Process.

This will be followed by a meeting in the company where the talents, mentor and company representative will have the opportunity to discuss about aspects related to the design of the innovation project and disclose any critical issue.

The Company and the organizing entity involved in the specific challenge sign and Non-Disclosure Agreement (NDA) (see Annexe IV for a template) that contains also aspects related to the IPR and ownership of the final products of the innovation process developed by the Teams.

The NDA will be signed by the University in case of Talents teams made of students; when the Talents team is a start-up the process includes also the start-up itself.

Thereafter, Talents teams will start working on their innovation project by keeping the contacts with the company, under the supervision of the mentor

A **dedicated training** on entrepreneurship will be provided to all Talents teams.

Within the ASKFOOD project the **Start-Up Library** accessible through the project website has been designed and implemented as a dedicated virtual tool that offer a wide set of Open-Knowledge Solutions that are foreseen for new and existing startups (max 24 months from constitution) in the food sector, that will be involved in or created by the Reverse Incubation Programmes and the Garage Labs. The Start Up Library relies on two core methodological approaches:

- The FORTH methodology as a preferred method to approach an innovation journey.
- Mediated Self-Learning (inspired by Reflective Thinking) as a way to get the contents, the skills and the attitudes that are useful to manage the different stages of business- and or innovation-design and set up

The Start Up library collects more than 150 learning objects, classified according to the five stages of the FORTH journey (https://www.askfood.eu/tools/startup-library/libraries/journey).

The learning materials include:

- Video lessons
- Methodological materials
- Slide sets
- Check Lists
- Case Studies
- MOOCs

Alternative training solutions and methodologies can be used by the Organising entity.

The Innovation garage lab lasts overall ca. 3-4 months, but different times could be defined depending on needs and the framework of development.

2.3.5. Presentation and launch of the selected acceleration initiatives

The presentation and launch of the selected acceleration initiatives developed by the Talent's teams in presence of the companies occurs in a dedicated event ("Innovation Award day"). Other entities

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such as accelerators, incubators, etc. could be also invited and involved in the organisation of the event.

In the event Talents' Teams present via electronic tools (ppt, videos, etc.) their proposal(s) to the company as response to the dedicated challenge. The presentation session could also be organised as a competition with selection of "the best innovative solution".

2.3.6. Beyond the RI process/initiative

After the different steps of the RI initiative developed within the framework and the guidance of the organising entity, the Talent's teams willing to proceed to set and implement their innovation ideas and apply their entrepreneurial skills into business will be invited to dedicated incubation process.

The interaction between companies and Talent Teams could also be boosted beyond the end of the RI process when reciprocal interest for collaboration could develop during the RI initiative.

2.4. TIMING

It is expected that the entire Reversed Incubator process could be completed in ca. 6 months, including a 3-months period where Talent's Team could dedicate to both the development of the project idea and the training.

However, a different duration could be defined depending on needs and the framework of development.

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3. PART II: THE PILOT TEST OF THE RI PROCESS: THE ITALIAN CASE-STUDY

3.1 The Pilot test in Italy – Edition 2019-2020

The pilot test of the ASKFOOD RI was carried out in Italy under the coordination of Cassiopea and the collaboration of the University of Teramo (UNITE). It started in March 2019 and ended in February 2020.

The pilot test was planned to:

- Identify and test all the steps and related activities;
- Test the timing;
- Develop all the materials supporting the RI training initiative;
- Evaluate any constraints to the implementation.

The full report of the edition is available at the following webpage:

https://www.askfood.eu/reversed-incubator-edition/italy-pilot-2019

3.1.1. Actors and coordination

The RI-pilot edition was run under the coordination of Cassiopea and the collaboration of the University of Teramo (UNITE) that worked jointly in:

- Identification and selection of companies, universities and mentors.
- Organisation of events

A collaboration with the Parthenope University in Naples (IT) and, in particular, with the Contamination Lab initiative (CLAB Network (http://clabitalia.it/network), a network of 19 Universities investing in innovation capabilities of young talents), the Luiss University (Rome, IT) and the 24Ore Business School (24ORE Business School - MBA, Part Time Executive Master (24orebs.com) was defined for the call for both talents and mentors.

The selection of three universities (two public ones, one private) and of one of the top leading business school for executives in Italy gave us the possibility to test how the ASKFOOD RI can match different training needs, background (level of study program) and diverse approaches to innovation education. The following talents and expertise by study program were identified:

- Parthenope University in Naples: 1st level/undergraduate students

- Luiss University and University of Teramo: Master degree and doctoral students.

- 24Ore Business School: part-time Food Management executive master programmes for food professionals.

Such a variety both of hosting institutions and of target trainees allowed us to fix a transferable model of RI that can be adopted in several contexts.

3.1.2. Company selection and profiling

The initial step of the Reversed Incubator 2019-2020 Pilot Edition in Italy was to collect a list of companies which would have been candidates for the innovative RI training approach for their needs

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to promote innovation. Cassiopea and UNITE made an initial brainstorming and drafted a list based on existing contacts; a first list of companies located in various Italian Regions (Abruzzo, Campania, Marche, Tuscany, Veneto) was created to calibrate the panel according to the grid in **Table 1** with the result reported in **Table 1a**.

Maturity stage Classification criteria	Consolidated company	Start-up company
Business size		
Small	Venissa(Veneto)	
Medium	Pascucci Caffè (Marche) Fine and Rare	
Large	Gruppo Italiano Vini (Veneto) Granarolo (Emilia Romagna)	
Position in the value chain		
Production	Girolomoni (Marche)	Frolla Microbiscottificio (Marche)
Transformation	Donnafugata (Sicilia)	
Logistics	Gruppo Italiano Vini (Veneto)	
Distribution	Il Melograno (Emilia Romagna)	Belladentro (Lombardia) Sood (Campania)
Consumption		
Marketing		Intravino (Toscana)
Other Services (Specify)		WoopFood (Crowdfunding)
Type of innovation need		
Food technology related	Gastronomia Toscana (Toscana)	Mashcream
IOT/4.0 Food Industry		XLVI (Marche)
Food Science related	Nuben (Abruzzo)	
Internationalization related	Caseificio Iemmo (Campania)	
Market and consumption related	Pastificio Dal Verde (Abruzzo)	
New Product		Nutrinsect (Marche)

Table 1a. The Reverse innovation panel of the first group of Italian companies to be involved in the pilot RI.

Each selected company was classified according to the selection criteria identified by a preliminary questionnaire where we asked few information about the company and innovation needs so to highlight its main interest in the RI initiative. In some cases, only the size was indicated and a further analysis was thus, needed.

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All selected companies were then invited at an initial meeting/event where each of them was asked to present and share the innovation needs in an informal framework that was developed according to the "Unconference format".

This event was organised by Cassiopea in Ancona (IT) on 13th March 2019. Despite the "not structured" character, the event included a presentation of the ASKFOOD project (P. Pittia, UNITE), a presentation of the Reversed incubator approach (G. Di Falco, CASSIOPEA) , and a series of small presentation on innovation and innovation challenges in the agro-food sector by the attending companies. After an informal coffee-break with tasting of products brought by the participants, the second part of the event was focused on the presentation of each company and their launch of the innovation challenges and needs.

Companies were invited to participate at the event by email with dedicated leaflet (**Figure 4a**); a poster was also created for the event (**Figure 4b**).

Overall 13 companies belonging to the different categories and located in 4 different Italian regions (Toscana, Emilia Romagna, Abruzzo, Marche) attended to the event (**Figure 5 and 6**).

Figure 4a

Figure 4b

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Figure 5: Group picture

Figure 6: Photos taken during the Reversed Incubator Unconference (Ancona, 13th March 2019).

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Out of 17, 13 companies attended and an informal discussion on innovation needs was moderated by Paola Pittia and Germana Di Falco. Each participant was able to communicate during the discussion the areas of interest where the Reversed Incubator initiative could be applied within their organization.

At the end of the meeting, companies were asked to fill in the **Innovation Check Up Grid** questionnaire either at the event or to send it by email in the following days.

Based on the discussion and responses to the questionnaire and final contacts with a company that did not attend the unconference, but was interested to the training initiative, the companies selected for the RI Pilot edition are the following:

1. **Consorzio Citra (Abruzzo)**
2. **Di Carlo Confetti (Abruzzo)**
3. **Faema XLVI (Emilia Romagna)**
4. **Gastronomia Toscana (Tuscany)**
5. **Pascucci (Emilia Romagna)**
6. **Solaris (Abruzzo)**

The specific innovation needs ("challenges") were better defined and classified under various categories: i.e., technological, organizational, and commercial. Each participating company defined one challenge that was, then included in the call for applicants for the Talents and Talents Teams.

This step ended in July 2019. Overall, it took 4 months as many companies, while interested to collaborate, sent the filled in questionnaire very late; some, especially the smaller ones, asked support in giving the responses to the questionnaire as they found it too complicated. The Italian translation was then also provided.

The inputs from this first pilot were taken into account to better focus the complementary piloting edition of the RI arranged by Cassiopea in 2020 in an online mode and involving as companies **Fine&Rare, Venissa, Vinterest, Nutrinsect and Mashcream**.

3.1.3. Talent Selection and matching with company's innovation needs

Beginning of June 2019, Universities were involved in the talents and mentors' selection (HEIs). As regards the talents, the various universities involved were asked to define in each location the call for talents by using as the reference criteria; they were made in Italian language to favour the responses.

University of Napoli selected the talents within the Contamination lab initiative (https://clabitalia.it/i-contamination-lab/) and the Economics Bachelor's degree study programmes and 18 Talents' Teams were set in total. For the call, the specific rules of the Italian Contamination Labs and overall, the processes were the following:

a) The call is launched by the university that holds the Contamination Lab initiative awarded by the Ministry of University. The University recognizes credits to students that participate to this initiative. At the first stage, students can apply by presenting themselves and their proposed solution to the challenge in a visual way (video no longer than 3 min or 5 slides);

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b) Best ideas and best profiles are assessed by a Commission, locally based, and invited for a one-to-one interview

c) The selected talents are invited at the second stage of the selection procedure, where they have to mix and match their individual proposals and to work on teams to generate a pitch that is presented to the enterprises

After this, each enterprise chooses its team and the reverse incubation approach started, with the Contamination-Lab + ASKFOOD RI aims to support the creation of a tailor-made start-up company that can resolve/manage the innovation issue for the company.

The Luiss University selected talents as the University of Napoli and 3 Talent's teams were set. Other 5 talent teams were created in the Master on Food Management of the 24 Ore Business School.

The University of Teramo selected the talents with a call open to all the International Master degree in Food Science and Technology and the PhD in Food Science. At the end, 4 teams were set offering the recognition of ECTS for the curricular ECTS dedicated to "company" internship. They were informed about the four challenges more related to their expertise and an interview was made. The University of Teramo involved international students and all the communications were made in English.

Mentors were either selected by the organisers or asked to apply using a Mentor Card and Academic CV (Annex I and II); they were then selected based on their experience and fields of study, and interest in carrying out a project through the Reversed Incubator.

Cassiopea and UNITE matched the Talent teams with the companies' innovation needs as reported in Table 2 and selected the corresponding mentors, please see table 3.

Company	**Team name**	**Challenge**
Di Carlo Confetti	**Chickfetto (UNITE)**	Creating an innovative pan-coated snack to enter a different market niche by company
Gastronomia Toscana	**EssentiaLL (UNITE)**	Increasing shelf life of ready-to-eat traditional spreadable sauce (meat based) with innovative technology
Gastronomia Toscana	**Under Pressure**	Increasing shelf life of ready-to-eat pasta sauce (vegetable based) with innovative technology
Solaris srl	**PROT(ECO)**	Recovering broken pasta waste applying innovative methods (Recycling into different production process)
FAEMA XLVI	**Hole in the wall**	Customer community services and product value extension
PASCUCCI	**StartGain**	Develop circular economy solutions
PASCUCCI	**GirlsPower**	Develop circular economy solutions

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PASCUCCI	**Vega team**	Brand expansion in the tourism sector by exploring potential of coffee-related boutique hotel
PASCUCCI	**Fish Lab**	Develop circular economy solutions
PASCUCCI	**Born to be black**	Develop circular economy solutions
PASCUCCI	**Masterminded**	Develop circular economy solutions
FAEMA XLVI	**Lemonade**	Customer community services and product value extension
PASCUCCI	**Open Minded**	Develop circular economy solutions
FAEMA XLVI	**Innovation's power**	Customer community services and product value extension
GASTRONOMIA TOSCANA	**Language Power**	Redesign of e-commerce and creation of an innovative digital marketplace
PASCUCCI	**Plant Killers**	Develop innovative circular economy solutions
NUTRINSECT	**Still Learning**	Support scaleup in alternative proteins market
NUTRINSECT	**UniSytem**	Support scaleup in alternative proteins market
NUTRINSECT	**4Ward**	Support scaleup in alternative proteins market
MASHCREAM	**Fly on the Future**	Support scaleup for innovative food startups
MASHCREAM	**FLC**	Support scaleup for innovative food startups
MASHCREAM	**Lighting Bolt**	Support scaleup for innovative food startups
Virtual edition		
VENISSA	**Revol**	Develop innovative hybrid internationalisation strategy in the Covidnomics
VENISSA	**Gli Scandinavi**	Develop innovative hybrid internationalisation strategy in the Covidnomics
VENISSA	**Green Power**	Develop innovative hybrid internationalisation strategy in the Covidnomics
GASTRONOMIA TOSCANA	**Iconic**	Redesign of e-commerce and creation of an innovative digital marketplace
GASTRONOMIA TOSCANA	**Diamonds**	Redesign of e-commerce and creation of an innovative digital marketplace
VENISSA	**Foodporn**	Develop innovative hybrid internationalisation strategy in the Covidnomics
VENISSA	**Magic Box**	Develop innovative hybrid internationalisation strategy in the Covidnomics

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Fine & Rare	**Winey**	Use AI to expand brand reputation and high-end customer loyalty in the wine sector
Fine & Rare	**Enoway**	Use AI to expand brand reputation and high-end customer loyalty in the wine sector

Table 2: *Talent's teams names and corresponding challenge and company*

Institution	**Team Name**	**Team Mentors**
University of Teramo	**Chickfetto**	Federica Striglio, Prof. Paola Pittia
University of Teramo	**EssentiaLL**	Marco Faieta, Prof. Paola Pittia
University of Teramo	**Under Pressure**	Marco Faieta, Prof. Paola Pittia
University of Teramo	**PROT(ECO)**	Federica Striglio, Prof. Paola Pittia
UniParthenope	**Hole in the wall**	Germana Di Falco
UniParthenope	**StartGain**	Chiara Giovoni
UniParthenope	**GirlsPower**	Germana Di Falco
UniParthenope	**Vega team**	Germana Di Falco
UniParthenope	**Fish Lab**	Germana Di Falco, Chiara Giovoni
UniParthenope	**Born to be black**	Germana Di Falco, Diego Matricano
UniParthenope	**Masterminded**	Germana Di Falco, Diego Matricano
UniParthenope	**Lemonade**	Germana Di Falco, Chiara Giovoni
UniParthenope	**Open Minded**	Germana Di Falco, Diego Matricano
UniParthenope	**Innovation's power**	Germana Di Falco, Michele Maiani
UniParthenope	**Language Power**	Germana Di Falco, Michele Maiani
UniParthenope	**Plant Killers**	Germana Di Falco, Michele Maiani
UniParthenope	**Still Learning**	Germana Di Falco, Michele Maiani
UniParthenope	**UniSytem**	Germana Di Falco, Antonio Cardoncello
UniParthenope	**4Ward**	Germana Di Falco, Antonio Cardoncello
UniParthenope	**Fly on the Future**	Germana Di Falco, Antonio Cardoncello
UniParthenope	**FLC**	Germana Di Falco, Antonio Cardoncello
UniParthenope	**Lighting Bolt**	Germana Di Falco, Michele Maiani
LUISS	**Revol**	Germana Di Falco, Chiara Giovoni
LUISS	**Gli Scandinavi**	Germana Di Falco, Chiara Giovoni
LUISS	**Green Power**	Germana Di Falco, Chiara Giovoni
24 Ore Business School	**Iconic**	Germana Di Falco, Chiara Giovoni

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24 Ore Business School	**Diamonds**	Germana Di Falco, Chiara Giovoni
24 Ore Business School	**Foodporn**	Germana Di Falco, Chiara Giovoni
24 Ore Business School	**Magic Box**	Germana Di Falco, Chiara Giovoni
24 Ore Business School	**Winey**	Germana Di Falco, Chiara Giovoni
24 Ore Business School	**Enoway**	Germana Di Falco, Chiara Giovoni

Table 3: Mentors and corresponding Team

Companies and Universities signed NDA (see **Annexe IV** the NDA signed by the University of Teramo and Gastronomia Toscana).

3.1.4. Training and development of the RI process

Talents teams were trained according to the he FORTH Method approach by Germana Di Falco so to allow talents to begin to develop their innovative ideas effectively combining design thinking, creativity and business reality (https://www.askfood.eu/tools/startup-library/index.php/home) .

Talents then started the development of their ideas to tackle the innovation need of the specific company. A brainstorming phase prior to meeting the company representatives were suggested so as to have more clear ideas on how to tackle the challenges given.

Once the talents had theoretical solutions or starting points to begin working from, they were invited to meet with the company representatives in a dedicated meeting held in the company where talents had the possibility to visit the facilities, to deepen any aspect they need to develop their innovation project within the real industrial setting, and to check any existing constrain towards specific actions required to implement their proposed solution.

- Teams of the University of Teramo, involved in challenges focused on food technological and formulation aspects (process or product innovation), required additional company visits and schedule for laboratory experience to develop the innovation project. In particular, EssentiaLL and Under Pressure groups visited Gastronomia Toscana in Prato, Italy and also supported the company, under the company tutoring, to make some testing in the factory.
- Chickfetto visited William Di Carlo Confectionary in Sulmona (Chieti), Italy
- PROT(ECO) visited Solaris srl in Manoppello (Pescara), Italy
- Teams from Uni Parthenope visited Pascucci in Pesaro and FAEMA XLVI in Rimini twice and shared their insights both with the CEO and the marketing managers as well as with the Chief Engineers
- The 24 Ore Business School in Rome hosted Gabriele and Andrea Tempestini, CEO and Marketing Manager of Gastronomia Toscana to introduce and test their e-commerce strategy and platform. A second dedicated session for benchmarking was organized and a first demo was presented to the company by the teams.

In the virtual edition, only virtual meetings were organized.

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Some teams were also engaged in in-field tests and experiments and, when possible, also by using pilot and industrial plants; consultation meetings were also made with the company representatives and mentors on the feasibility of their ideas.

Teams were asked to complete their project by December 2019 for the first edition and in June 2020 (already in the COVID lockdown) for the second edition. Despite the impossibility to carry on in presence meetings, the RI proved to be an effective model not only when practiced in an academic contest but also when applied in business schools that offer high-end training for professionals who are already in the sector and with several years of experience.

3.1.5. Final Step of the Reversed Incubator: Presentation of the projects and Debriefing

The final projects on the innovation ideas developed by the Talent teams were presented in a final meeting event held on the 18th February 2020, where organisers, Talent's teams, mentors and companies were invited. Upon invitation, teams were asked to present their project idea via a 10-minute video or ppt presentation. The final result was evaluated by the mentors and the company representatives (see photos in Figure 7).

Due some logistic difficulties one part of the presentation was held in Napoli with the teams of the Parthenope University while the teams of the University of Teramo and Luiss University planned a blended (online/in presence) event in Teramo. The teams from Rome could not participate in presence and they delivered their presentation via skype and the same was for one company.

Some teams recorded a short video presentation of their project ideas which are available on the dedicated team pages here:

1. Under Pressure Team: https://www.askfood.eu/reversed-incubator-edition1/italy-pilot-2019/teams/under-pressure
2. EssentiaLL Team: https://www.askfood.eu/reversed-incubator-edition1/italy-pilot-2019/teams/essentiall

These videos are also available on the ASKFOOD youtube page: (https://www.youtube.com/channel/UCFB4FHoh0ubYiHqAeq9P2-w)

Due to COVID-19, not all teams were able to record the video for this edition as some were forced to relocate which made the process more difficult to complete.

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Figure 7: *Photos taken at the final event of the RI process, Teramo 18th Feb.*

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3.2 Lesson Learned and next steps

The RI pilot edition in Italy involved 11 companies, 31 teams, 8 Mentors and 27 talents.

Organisation aspects: in respect to the 6-months planning, the management of the activities, organised on different universities and the involvement of companies located in different regions caused some delay in the planning and development of the activities. To overcome excessive delays training of the talent teams and the final presentation of the projects were developed in parallel in Napoli (University of Napoli) and Teramo (University of Teramo). Additional delay originated by the need to create all the documents and NDA templates. Under these circumstances, the pilot edition in Italy lasted 12 months.

Documents and procedures: the RI training initiative works well, but an adaptation of the documents is required. In particular, the Innovation check-up for companies needs to be simplified and a translation in the local language recommended.

Learning Outcomes of Talents: overall, the Talents Teams were highly satisfied of the experience as initiative that challenged their skills and expertise. Talents Teams indicated the need to have a more structured training to support any business idea beyond the end of the project. Three out of them were interested to pursue their business idea/project as start-ups.

Feedback from the companies: companies were highly satisfied of the experience and claimed the interest to participate to following editions.

Ongoing and Next steps

It is planned that all the materials and the experiences will be shared with the partners to launch at local level RI initiatives evaluating also the possibility to integrate the RI approach in existing similar experiences (e.g. garage Labs or similar).

It is expected that a second round of the reversed incubator will be organised also in Italy in collaboration with FEDERALIMENTARE.

Main issues are currently due to the COVID-19 pandemic and the limits in planning the activities.

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Acknowledgments

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This assignment was completed by CASSIOPEA sas, and University of Teramo, along with all the other partners of the project (Federalimentare). The production of this report would not have been possible without the efforts of the many stakeholders and associated partners that we have interviewed and surveyed. The authors would like to express their gratitude to all of them, with reference to the companies and the mentors.

Lastly, the evaluation team would like to thank all the steering group who have been helpful and cooperative in providing guidance, information and feedback during this assignment.

The report is supported and additional information will be made available in the public pages of WP4 and in the intranet (only for partners, restricted) project website (www. www.askfood.eu) under the dedicated "Reversed Incubator" page.

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ANNEXE I: Mentor Card Scheme

MENTOR CARD TEMPLATE

PHOTO

Name

XXXXXX

Profile

(few phrases with description of the expertiese).

What can you contribute to a pre-start entrepreneur over the first year in business?

……

Areas of Speciality/Methods of Mentoring Style:

……

Business/teaching Sector(s):

…….

Talents and skills that can be addressed through mentoring:

……

Number of years of expertise

> 15

Languages

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ANNEXE II: Talent Team Card Scheme

askfood Reversed Incubator

TALENT TEAM CARD

Team Name	Team Logo
Team member picture/s	**Team Aim:** **Team Members:** insert here **Affiliated Company:** insert here **Institution:** insert here
GROUP DESCRIPTION	Team Leader
Insert group description here	Team Leader Name ☎ Team leader contact ✉ Team leader contact

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ANNEXE III – Technical description of the innovation (application step)

MOD B

TECHNICAL ILLUSTRATION - ILLUSTRATION OF THE IDEA

Description of the business idea / development project (in the case of an existing company)

Product / service offered
Describe the products / services offered and the distinctive elements

Innovative elements
Describe any innovation introduced

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MOD B

Management and organizational model
Indicate the experiences and roles of the management team and collaborators

The market
Indicate the sector and the reference market, the analysis of the competition, the strengths and weaknesses / threats and opportunities (SWOT analysis)

Marketing and business development
Detail the marketing strategies and the sales plan

Date _____

Signature _____

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ANNEX III

INNOVATION CHECK-UP

Please use the scales below to evaluate the following sentences:

A. Innovation strategy section

1. Our top management meet specifically to define innovation policy and to support innovation investment decisions.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

3. Our main innovation strategy is clear (for example, first-to-market or fast follower).

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

4. We have a clear/specific definition of innovation that is shared throughout the business.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

5. We actively monitor our operating environment to identify key trends and market drivers (for example demographics, legislation, changing needs, new technology, etc.).

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

6. Our innovation strategy integrates all five areas of innovation management (ideas, prioritisation, implementation, people and strategy)

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

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7. What should top management do to make the innovation strategy clearer and more effective? (*open question*)

_____

_____

_____

_____

B. Ideas section

1. The general climate within all of our departments and functions is supportive of the process of generating ideas.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

2. We take the opportunity to learn from and share experiences with other organisations ("open innovation").

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

3. We use structured problem solving approaches (e.g. brainstorming, TRIZ, scenario development, etc.).

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

4. We actively research, identify and capture customers' stated and latent (hidden) needs.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

5. Within our industry we are perceived to be a creative organisation

	1	2	3	4	5	6	7	8	9	10

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Perception										
Importance										

6. What should be done to improve the pipeline of ideas generation in our organisation? (open question)

_____

_____

_____

_____

C. Prioritisation section

1. We have a specific system (as opposed to *ad-hoc* arrangements) for screening and evaluating ideas in the organisation.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

2. Our portfolio prioritisation process clearly links the choice of projects to our innovation strategy.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

3. We use both financial and scoring methods effectively and efficiently to evaluate our innovation projects.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

4. We have a clear and shared understanding of innovation risk - this allows us to objectively analyze projects.

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	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

5. Our current portfolio is balanced (i.e. projects align with innovation strategy, they maximise value, and make the most efficient use of resources).

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

6. What should be done to ensure the right projects are prioritised by our organisation? (open question)

_____

_____

_____

_____

D. Implementation section

1. We have a systematic new product or new service development process. The steps are integrated and activities take place in parallel with each other.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

2. We are able to ensure that customer and end user input is used throughout the process.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

3. We ensure that sufficient capacity is available in R&D, manufacturing, suppliers and support functions to allow fast and effective product development.

	1	2	3	4	5	6	7	8	9	10

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Perception										
Importance										

4. We have a long-term (business) champion for each new product, new services, process and business model.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

5. Our record of new products and services is satisfactory when compared with our main competitors.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

6. Which is the main focus to be considered?

(list the value chain component and rank for each)	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

6. Which is the main focus to be considered?

(list the value chain component and rank for each)	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

7. Which are the core sources of innovation to be considered in the next 3 to 5 years?

(list the type of related innovation according to table 1 and rank)	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

8. What should be done to improve the way our organisation develops new products, new services, processes and business models? (open question)

_____

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_____

_____

_____

E. People and organisation section

1. Management actively creates and sustains a culture of innovation.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

2. Our mission statement mentions 'creativity', 'innovation' or both as being part of the corporate ethos.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

3. Our employees' innovative and entrepreneurial behaviour is encouraged, recognised and/or rewarded.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

4. We set aside budget and actively encourage training for staff in innovation-related activities.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

5. We have a budget set aside for "blue sky" innovation projects - and/or we have a dedicated team working on innovation.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

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6. We cooperate with startups in innovation projects

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

7. We cooperate with external talents in innovation projects

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

8. We cooperate with universities in innovation projects

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

9. We cooperate with incubators/accelerators in innovation projects

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

10. We cooperate with private/public innovation agencies in innovation projects

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

11. What should be done to improve the "culture of innovation" in our organisation? (open question)

_____

_____

_____

E. Innovation output section

New products and/or new services generate a significant amount of our total revenues.

	1	2	3	4	5	6	7	8	9	10

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Perception										
Importance										

We have introduced one or more new business models to the market in the last three years.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

Our products and services are made more competitive through our process innovations.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

We are recognised in our markets to be a leading innovator.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

We are achieving significant growth through innovation.

	1	2	3	4	5	6	7	8	9	10
Perception										
Importance										

What should be done to increase innovation output in our organisation? (open question)

_____

_____

_____

_____

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ANNEXE IV: Non Disclosure Agreement (example)

ACCORDO DI RISERVATEZZA

Il presente Accordo di Riservatezza ("Accordo") ha efficacia dalla data del 15 Luglio 2019 ("Data Effettiva")

TRA

UNIVERSITA' DI TERAMO, con sede legale in Via Renato Balzarini 1, 64100 Teramo, Codice Fiscale 92029690671 e Partita IVA numero 01555930674, in persona del proprio legale rappresentante Prof. Dino MASTROCOLA, in qualità di Soggetto Coordinatore del progetto Erasmus + KA ASKFOOD "Alliance for Skills and Knowledge to Widen Food Sector-related Open Innovation, Optimization and Development" Project Number 588375-EPP-1-2017-1-IT-EPPKA2-KA (nel seguito indicata come "Parte Ricevente"),

E

GASTRONOMIA TOSCANA SpA, con sede legale in via Gora del Pero 22, Codice Fiscale 03562570485 e Partita IVA00308420975 in persona del proprio legale rappresentante Andrea Tempestini (di seguito indicate anche singolarmente come "la Parte Emittente" e congiuntamente come "le Parti")

Premesso che:

La Parte Ricevente ha avviato, nell'ambito del progetto ASKFOOD, una serie di attività volte a sviluppare per aziende selezionate del settore agroalimentare percorsi di innovazione di prodotto, di mercato e di processo, attraverso un percorso di incubazione inverso che prevede: a) l'identificazione delle sfide di innovazione da parte delle aziende, b) la definizione di squadre di talenti junior (laureandi) e senior (dottorandi e postdoc) supportati da mentor esperti delle diverse organizzazioni partner del progetto (https://www.askfood.eu/partners); c) la costruzione di un percorso di sviluppo di innovazioni legate alle esigenze aziendali di cui al punto a) che avrà una durata quadrimestrale e prevede un'interazione tra squadre di talenti e referenti aziendali; d) la definizione di soluzioni innovative rispetto alle quali verranno definite le regole di utilizzo della proprietà intellettuale come di seguito disciplinato nell'articolato;

La Parte Emittente desidera pertanto regolare il trattamento delle informazioni finanziarie, tecniche e commerciali trasferite, verbalmente o per iscritto, secondo le modalità definite nel presente accordo, senza alcuna limitazione relativamente alla tipologia del supporto materiale che la Parte Ricevente ritenga opportuno utilizzare per lo scambio delle informazioni medesime.

Tutto ciò premesso

1) Le Premesse costituiscono parte integrante e sostanziale del presente accordo (qui di seguito "l'Accordo").

2) Ai fini del presente Accordo sono considerate riservate, le informazioni o i dati ("Informazioni Riservate") trasmessi verbalmente, per iscritto, o con qualsiasi altro mezzo, da una delle Parti ("Parte Emittente") all'altra ("Parte Ricevente") ed identificate come tali dalla Parte che le trasmette. Tale identificazione sarà attuata dalla Parte Emittente mediante l'apposizione di opportuna ed evidente dizione o legenda sui documenti, che ne definisca la natura riservata. Le Informazioni Riservate che siano trasmesse verbalmente, potranno essere protette da questo Accordo soltanto qualora identificate come tali al momento della loro comunicazione e successivamente trascritte e ritrasmesse alla Parte Ricevente, con le opportune indicazioni di riservatezza, non oltre 30 (trenta) giorni dalla data della comunicazione orale.

3) Il contenuto del presente Accordo è da considerarsi riservato e non deve essere divulgato a terzi senza preventivo accordo scritto della Parte Emittente.

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4) La Parte Emittente dovrà fare in modo di rivelare alla Parte Ricevente solo quelle Informazioni Riservate che la Parte Emittente ritenga necessarie al raggiungimento della presentazione delle attività di incubazione inversa previste dal progetto, come illustrate in premessa

5) Le Informazioni Riservate della Parte Emittente potranno essere utilizzate dalla Parte Ricevente solo ai fini delle attività relative alle azioni di incubazione inversa, così come verranno definite dal Piano di Lavoro dettagliato che verrà concordato e siglato da entrambe le parti

6) La Parte Ricevente si adopererà al fine di prevenire la divulgazione delle Informazioni Riservate della Parte Emittente e le sottoporrà alle misure di sicurezza con le quali è solita trattare le proprie informazioni aventi un livello di riservatezza equiparabile a quello delle Informazioni Riservate ricevute. Questo livello di riservatezza non potrà comunque essere inferiore al livello di diligenza qualificata di un operatore professionale del relativo settore.

7) Le Informazioni Riservate saranno coperte dall'obbligo di riservatezza, per un periodo di 2 (due) anni, decorrenti dalla data di comunicazione delle stesse ad opera della Parte Emittente, indipendentemente dalla durata e validità del presente Accordo.

8) Le obbligazioni relative all'utilizzazione e alla divulgazione delle Informazioni Riservate non si applicano alle informazioni che, con evidenza scritta, la Parte Ricevente sia in grado di provare:

a) siano divenute di pubblico dominio senza colpa o negligenza della Parte Ricevente;

b) siano state divulgate dietro consenso scritto della Parte Emittente o comunque senza violazione del presente Accordo;

c) siano state divulgate per adempimento di legge o su richiesta di un'Autorità Governativa o Giurisdizionale competente.

Nel caso si verifichi la fattispecie di cui alla precedente lettera d) la Parte Ricevente, compatibilmente con gli eventuali vincoli di legge, dovrà immediatamente notificare all'altra Parte rendendosi disponibile a coadiuvare quest'ultima in ogni più opportuna azione tesa ad evitare la divulgazione delle Informazioni Riservate in questione.

9) Il presente Accordo avrà validità per un periodo di 12 (dodici) mesi dalla Data Effettiva sopra indicata. Ciascuna Parte potrà recedere dal presente Accordo in ogni momento, notificando per iscritto all'altra Parte la sua intenzione con un preavviso di almeno 30 (trenta) giorni.

10) I diritti e gli obblighi previsti nel presente Accordo prevalgono sulle specifiche dizioni o leggende apposte sulle Informazioni Riservate ricevute.

11) Alla cessazione del presente Accordo, in caso di richiesta scritta della Parte Emittente, tutte le Informazioni Riservate contenute in qualsiasi tipo di documento, sia in originale che in copia, dovranno essere restituite dalla Parte Ricevente alla Parte Emittente o distrutte. In quest'ultimo caso verrà redatto un verbale di distruzione dalla parte Ricevente che sarà inviato alla Parte Emittente.

12) Né il presente Accordo né i diritti da esso derivanti sono cedibili dalle Parti. Se una delle Parti dovesse essere oggetto di fusione, acquisizione, incorporazione o riorganizzazione aziendale, il soggetto successore sarà comunque tenuto a rispettare gli obblighi contenuti nel presente Accordo.

13) Il mancato esercizio dei diritti derivanti alle Parti ai sensi del presente Accordo non pregiudica il diritto delle Parti di avvalersene successivamente, né può essere interpretato come una rinuncia agli stessi, salvo che la Parte che ne è titolare vi abbia espressamente rinunciato per iscritto.

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14) Il presente Accordo è soggetto a e va interpretato secondo la legge della Repubblica Italiana.

15) Per ogni controversia tra le Parti che emerga da/o in connessione all'interpretazione o esecuzione, ivi inclusi presunti inadempimenti, del presente Accordo, sarà competente il Tribunale di Teramo.

16) Con la sottoscrizione della presente scrittura privata, le Parti regolamentano reciprocamente gli aspetti relativi alla proprietà ed all'utilizzo dei risultati delle attività di ricerca e prototipali svolte nell'ambito del progetto. Le Parti espressamente convengono che le conoscenze preesistenti, così come definite al paragrafo successivo di questo articolo, di ogni Parte rimarranno di proprietà della Parte stessa, ancorché queste fossero messe a disposizione delle altre Parti per lo svolgimento delle attività del progetto ASKFOOD.

Ai fini del presente Accordo, onde individuare correttamente le conoscenze preesistenti delle Parti e dettagliare la gestione della proprietà intellettuale del progetto ASKFOOD, si rimanda alla predisposizione di un separato accordo definitivo, avendo particolare riguardo al caso in cui esse possano generare brevetti e/o comunque diritti di proprietà industriale dipendenti, con l'impegno della Parte Ricevente di acconsentire l'uso delle conoscenze preesistenti, ove non vi ostino gravi e comprovate ragioni, comunque non sindacabili dalle altre Parti, a condizioni non vessatorie e non discriminatorie. Resta inteso che la proprietà delle conoscenze preesistenti rimane esclusivamente in capo alla parte che le ha generate.

Tutti i diritti di proprietà intellettuale derivanti dal progetto ASKFOOD, nonché i relativi diritti d'accesso, sono attribuiti ai diversi partner della collaborazione in modo da rispecchiare adeguatamente i rispettivi interessi, la partecipazione ai lavori e i contributi al progetto. Resta in ogni caso inteso sin d'ora che la quantificazione delle quote ed i termini di comproprietà saranno oggetto di un separato accordo di allocazione fra le Parti.

Ai fini del presente Accordo, per "risultati" debbono intendersi tutte le risultanze, i prodotti, comprese le informazioni, a prescindere dalla forma di tutela astrattamente disponibile, che sono conseguenza delle attività di progetto delle Parti nell'ambito del suddetto progetto. L'organismo (gli organismi) di ricerca e i partner del progetto ASKFOOD, titolare di tutti i diritti di proprietà intellettuale sui risultati ottenuti dalla sua attività di ricerca e sviluppo, ha (hanno) il diritto di pubblicare i risultati dei progetti di ricerca nella misura in cui derivino da ricerche da esso (essi) svolte, fatti salvi i diritti di sfruttamento commerciale e la non divulgazione di informazioni sensibili che restano in capo alla Parte Emittente.

17) Il presente Accordo è stato firmato dalle Parti in due esemplari, uno per ciascuna Parte e ciascuna copia costituisce un originale.

Il presente documento si compone di 3 (tre) pagine.

UNIVERSITA' DI TERAMO

Data: 12ottobre 2019

Firma:

GASTRONOMIA TOSCANA

Data:

Firma:

Il presente Accordo e i rapporti giuridici che ne derivano si intendono disciplinati ai sensi degli artt. 1341 e 1342 c.c. che Gastronomia Toscana SpA stessa dichiara di ben conoscere ed accettare.

UNIVERSITA' DI TERAMO

Data: 12 ottobre 2019

Firma:

GASTRONOMIA TOSCANA

Data:

Firma:

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