



DELIVERABLE T1.3.10

Strategy for the sustainable institutionalisation
of the Advisory Board beyond project duration

Final version
06 2020



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1. Aim of the Report

During the last years, Central European SMEs have been facing huge challenges due to ongoing digital transformation while, at the same time, the specific CEE framework conditions for the adoption and integration of digital technologies and skills in their production were not systematically addressed at macro-regional and European industrial policy level. For this reason, the InnoPeer AVM project set a double focus within its project workplan: One project goal is the advancement of the qualification and preparedness of SME employees and managers for meeting the challenges of digital transformation. For this purpose, the InnoPeer AVM developed a holistic approach and qualification programme of upskilling covering three key dimensions, i.e. technologies, human resource management and business model development. To ensure continued strategic alignment of measures taken, the other major project aim is to establish an Advisory Board (AB) as a consultative entity to support the project partnership and, as a sustainable institution beyond project lifetime, a growing number of innovation system actors in Central Europe. The main AB role is to provide expert inputs and guidance in strategic questions of digital transformation of regional SMEs and to represent the Central European agenda of SME digitalisation at the national and European level.

Guided by this idea, the InnoPeer AVM Advisory Board has been successfully initiated, managed, and continuously enlarged during project lifetime. Now, in the final project phase, the time has come to prepare and present a strategy for the sustainable institutionalisation of this advisory expert platform reaching out beyond the InnoPeer AVM project. In this context, the aim of this report is to present the background, vision and strategy for transforming the existing advisory board into a permanent think tank that will bundle the expertise of its high-ranked members to contribute to the CEE digitalisation discourse and advocate the digital transformation agenda of Central European SMEs at the regional, national and European level.

2. Foundation and operation of the Advisory Board within the frame of the InnoPeer AVM project

The initial Advisory Board was designed and created in a dedicated activity within the InnoPeer AVM project workplan in three phases: Phase 1 involved the definition of the overall Advisory Board functionalities and initial nomination of AB members from different Central European regions, leading to the official constitution of the InnoPeer AVM Advisory Board at the mid-term project conference (profiles of initial Board members – see Constitution Document of the Advisory Board, Deliverable D.T1.3.8).

In Phase 2, the project partnership continuously managed the interaction with the Advisory Board at project level, organised consultations between single project partners and the related AB members from their regions or countries and coordinated the activities of AB members dedicated at the presentation of the InnoPeer AVM project agenda at various external events.

From the official AB constitution until project end the AB members were involved in three tele-conferences to discuss strategic topics of transnational relevance related to project implementation. Further, seven bilateral or trilateral consultation sessions were held with single partners or groups of project partners from the same partner country (see Deliverable D.T1.3.3). Additionally, several AB members performed presentations on InnoPeer AVM project topics at highly renowned European events and conferences to strengthen the visibility of the project activities and promote the strategic project goals, i.e. the qualification of CE SMEs for digital transformation in a holistic, multi-dimensional approach (see Deliverable D.T1.3.6).

Phase 3 got started in the final year of project implementation with partners' activities to enlarge the existing Advisory Board in a balanced way from the initial group of eight advisors to ten members until project finalisation (see profiles of two additional AB members in the annex). While regular AB interaction was continued at transnational and regional level, the partnership also entered a strategic discussion to identify pathways towards the transformation of the project Advisory Board into a permanent think tank dedicated to the advancement of digital transformation of Central European SMEs acting beyond project lifetime. The results of this process are presented below.



3. Setting up a sustainable strategic cooperation frame for transforming the existing advisory board into a permanent Think Tank

In general, Advisory Board activities beyond project duration aiming towards the institutionalisation of a sustainable permanent think tank will be implemented on a voluntary basis, driven by the commitment of all involved actors to share experience and discuss strategic issues for the benefit of Central European SMEs in digital transformation.

3.1. Principles of cooperation

Based on the agreed voluntary approach, the AB transformation will require activities from all involved actors, like former InnoPeer AVM project partners and further interested organisations from regional innovation systems, on one hand, and existing and future members of the envisaged think tank, on the other hand. Activities need to be continued in several fields of interaction in order to establish a sustainable and transnationally visible strategic expert network, the so called “think tank”, that will act as a permanent consultative entity providing inputs for the improvement of regional digitalisation strategies and advocating the agenda of CEE SMEs in digital transformation at the transnational and European level.

Main constituents of future cooperation within the envisaged think tank refer to its thematic scope of cooperation, related expertise of already committed and newly involved experts as well as the geographical focus of strategic consultations and interventions.

3.2. Gradual enlargement of involved actor networks

The set-up of the Advisory Board within the InnoPeer AVM project provides a profound basis for the following sustainability actions. However, partners and existing AB members jointly agree that a prolonged period of involving larger actor networks will be needed to establish the envisaged permanent think tank. Therefore, the partnership decided to follow a gradual pathway:

- Opening the existing board to further interested experts/advisors from InnoPeer AVM partner networks
- Encouraging active advisory board members to invite further advisors from their own expert communities
- Offering at least one plenary online session per year for active members and new-coming member candidates to discuss recent topics - either as a tele-conference or, if possible, as a face-to-face meeting
- Linking the existing board with related networks and platforms that are or will be established by upcoming EU projects and/or in the frame of regional, national or European initiatives

Together with the above principles of cooperation, the InnoPeer AVM partnership also discussed future rules for membership application and registering of additional think tank members in the final project phase of InnoPeer AVM. It was agreed that future Admission Rules for Think Tank members should be:

- based on the existing rules developed for the InnoPeer AVM advisory board and
- further elaborated based on the inputs of partners cooperating in the new approved projects that will start immediately after InnoPeer AVM finalisation to reflect the needs and possibilities of the enlarged target region.
- Additionally the partners agreed that all organisations involved in InnoPeer AVM implementation, no matter whether they will be involved in follow-up projects or not, will continuously be invited for proposing of and participating in sustainability actions related to AB institutionalisation.



Management tasks related to the sustainable prolongation of AB interaction and establishment of the widened think tank have been further discussed at InnoPeer AVM partnership level and will be periodically reviewed within already existing and new partner networks beyond InnoPeer AVM project duration in order to further develop think tank activities acc. to partners' capacities and smoothen continued interaction with the Advisory board in the time of transition to upcoming new EU projects and/or other relevant initiatives which will be used as a basis for continuing Board / future Think Tank activities.

3.3. Widening of the geographical coverage

Although the AB concept of the InnoPeer AVM project has always been open in terms of geographical coverage, initial advisory board members were mostly coming from the project partner regions. The closeness of AB members and partner organisations has turned out to be supportive for generating intensive cooperation links at regional level which is reflected in the summary of bilateral or trilateral consultation sessions in the partner regions.

With view to the partial geographical overlap and considerable similarities in regional challenges, project partners agreed to consider a wider geographical scope for the envisaged future think tank which will cover not only Central European countries, but also other parts of the Danube macro-region including Western Balkans and Eastern European EU member states and neighbourhood countries. The widening of the geographical coverage makes sense for enabling a multilateral and also interdisciplinary strategic exchange of think tank experts addressing the common needs of regional SME target groups in a holistic perspective. Thus, the geographically enlarged future think tank will further strengthen transnational cooperation among the addressed regions and countries. New projects of InnoPeer AVM partners approved by the Interreg DTP programme will serve as a basis for starting action in this target region.

3.4. Thematic focus of future strategic cooperation

A number of strategic topics has been identified during InnoPeer AVM project implementation which will remain relevant or become even more important with regard to the digital transition of regional SMEs in the future. With view to the current challenges of overcoming the recent Covid-19 crisis, the Board / future Think Tank will be sustainably used as a supportive instrument to provide recommendations for the restart for Central European SME-based economy, addressing crucial topics like e.g.:

- Upskilling of regional SMEs for digital transformation, particularly, under the difficult economic framework conditions of the post covid-19 period and beyond
- Integration of regional SMEs into digitalised value chains across Europe for strengthening of European economic resilience by integrating contributions of SMEs from Central and Eastern Europe and the Danube region
- Capacity building in labour market and business support organisations to provide adequate support for regional SMEs in digital transformation and ensure the generation and retention of high-quality jobs in digitalised production in Central and Eastern Europe and the Danube region
- Development of tailored instruments to foster digital innovation of products and services from regional SMEs across Central and Eastern Europe and the Danube region

Some of the above topics have already partly been addressed in AB consultations during InnoPeer AVM project implementation. Previous thematic work will be used for picking up threads of discussion with the widened groups of advisors and think tank members in the future.



3.5. Integration with national, macro-regional and European strategic initiatives

Sustainability activities as described above will be pro-actively linked with ongoing strategic initiatives at regional, macro-regional or national level. Considering the planned enlargement of the geographical coverage of the think tank, the following strategic foundations for future action have been identified:

- SME digitalisation strategies at regional /national level are available in all partner countries will be pro-actively addressed for sustainable mainstreaming of project results.
- A key source for the enlarged geographical scope of the Danube countries represents the updated EUSDR Action Plan (published in 4/2020). The intention of setting up a sustainable think tank on SME digitalisation covering also the Danube macro-region will be presented to the relevant EUSDR priority area representatives in the course of final InnoPeer AVM project dissemination activities and followed up on the basis of upcoming (already approved and/or submitted) EU projects.
- Further strategic initiatives, like e.g. Digital Innovation Hubs, and their potential linkage with the future activities will be directly discussed in consultations at the level of the future think tank.



ANNEX 1: Constitution of the InnoPeer AVM Board - Initial AB members

Partner name	Country	Name	Date of first contact	Institution	Position	Background (Firm, Academia, Intermediary)	Area of expertise (Technology, Human Resources/Organization, Business model/Strategy)
WUST	Poland	>>Edward Chlebus (16/10/2018-27/06/2019) >>Bogdan Dybala (27/06/2019 to date)	10/16/2018	Wroclaw University of Science and Technology	Professor Head of vocational training department	Academia	Technology
Unipd	Italy	Enrico Bressan	10/17/2018	Centro Produttività Veneto		Intermediary	HR/Organization
Demo	Italy	Tommaso Fabbri	10/22/2018	University of Modena and Reggio Emilia, Department of Economics 'Enzo Biagi'		Academia	HR/Organization
CMA	Germany	Johann Hofmann	10/29/2018	Maschinenfabrik Reinhausen	Head of the Business Unit "Valuefacturing"	Firm	Technology BM/Strategy
CMA	Germany	Josef Wolf	10/29/2018	Center of Technology West Bavaria	Head of Center of Technology West Bavaria	Intermediary	Technology BM/Strategy
IAA	Austria	Matthias Fink	10/29/2018	Johannes Kepler University Linz; ARU Cambridge, UK	Vice-head of the Institute for Innovation at the Johannes Kepler University Linz; Professor for Innovation and Entrepreneurship at ARU Cambridge, UK	Academia	BM/Strategy
PBN Biz-Up	Hungary Austria	Kornél Németh Paul Rübig	11/5/2018 12/3/2018	iQor EU Parliament	Engineering and Quality Manager Quality assurance manager Member of the EU Parliament	Firm Policy	Technology BM/Strategy all 3 dimensions

For detailed profiles of initial AB members - see Board constitution report.



ANNEX 2: Additional members admitted in the course of AB enlargement during project lifetime

Address:
54-402 Wrocław
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Rafał Trzaska

Research Interests: strategic analysis and management; data analysis and data modeling as well as prediction and optimization techniques; business models; industry 4.0; startups

Education:

2018 - ... - assistant professor at University of Economics in Wrocław: Department of Strategy and Management Methods

2017 - 2018 - assistant at University of Economics in Wrocław: Department of Strategy and Management Methods

2012 - 2018 PhD studies University of Economics in Wrocław:

- Department of Strategy and Management Methods – specialization in designing and analysing strategies (network management strategy and network management systems)

2010 - 2012 University of Economics in Wrocław:

- **Faculty of Management, Computer Science and Finance: Management,** Field: Business Administration; Master studies, English faculty,
- **Faculty of Management, Computer Science and Finance: Computer science and Econometrics,** Field: Informatics services; Master studies, Polish faculty.

2007 - 2010 University of Economics in Wrocław:

- Faculty of Management, Computer Science and Finance: Computer science and Econometrics, Field: Informatics services; Bachelor's degree.

Research projects:

2019 - ... "Types of Strategists" research project
The main goal of the project is to define what types of strategists we can distinguish in business space

2015 - Project #Implications of Social Media Use @IBM Watson
#ISMU- www.ismu.ue.wroc.pl; #ISMU is defined as the impact of Social Media on a professional career and personal development aspects.

2014 - Project Startups in Network
The research tested startups environment in Poland. Were verified whether organization environment is supporting new business venture and is geared proactively. Whole research was prepared and verified in network approach to organization.

2013 - 2014 - Grant research for young scientists - subject of the research "Leader - Inter-Organizational Network Manager"
The research aimed at identifying the determinants of the characteristics of a leader Inter-Organizational networks, including dynamic view of the strategy chosen by the leader and the interactive use of his opportunities arising in the environment.

Chosen Publications:

- Niemczyk Jerzy, Trzaska Rafał: *Network Approach in Industry 4.0: Perspective of Coopetition, w: Contemporary Challenges in Cooperation and Coopetition in the Age of Industry 4.0 10th Conference on Management of Organizations' Development (MOD) / Zakrzewska-Bielawska Agnieszka, Staniec Iwona (red.), Springer Proceedings in Business and Economics, 2020, ISBN 9783030305482, ss. 139-154, DOI:10.1007/978-3-030-30549-9_7*
- Niemczyk Jerzy, Trzaska Rafał, Borowski Kamil [i in.] : **Scalability 4.0 as economic rent in Industry 4.0**, w: Transformations in Business & Economics, vol. 18, nr 2B (47B), 2019, ss. 824-838
- Trzaska Rafał, Migasiewicz Klaudia, Wilczyński Maciej: **Competencies, Skills, Attributes of the Network Leader**, w: Transformations in Business & Economics, vol. 18, nr 2B (47B), 2019, ss. 728-744
- Mercik Aleksander R., Trzaska Rafał: **The concept of blockchain in the Industry 4.0 system**, w: Vision 2025: Education Excellence and Management of Innovations through Sustainable Economic Competitive Advantage. Proceedings of the 34th International Business Information



- Management Association Conference (IBIMA) / Soliman Khalid S. (red.), 2019, International Business Information Management Association, ISBN 9780999855133, ss. 10379-10392
- **Niemczyk Jerzy, Trzaska Rafał: Towards a Network Strategy: Economic Rent Perspectives**, w: Vision 2020: Sustainable Economic Development and Application of Innovation Management from Regional expansion to Global Growth. Proceedings of the 32nd International Business Information Management Association Conference (IBIMA) / Soliman Khalid S. (red.), 2018, International Business Information Management Association (IBIMA), ISBN 9780999855119, ss. 4842-4859
 - **Trzaska Rafał: Identyfikacja cech strategii sieciowej w strategiach współczesnych organizacji**, w: Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, nr 420, 2016, ss. 350-362, DOI:10.15611/pn.2016.420.30
 - **Trzaska Rafał: Koncepcja analizy strategicznej sieci na przykładzie analizy sieci relacji właścicielskich**, w: Marketing i Rynek, nr 5 [CD], 2015, ss. 837-855

Education projects: **2015 – 2016 – coordinator of postgraduate studies** under the title *Managing foreign expansion and development organized* in cooperation with CCC SA company (www.ccc.podyplomowe.ue.wroc.pl).

2015 – Project Management Academy for students. Academy organized by Business Competences Forum (www.feb.ue.wroc.pl) with the participation of Volvo, Capgemini, IBM.

2014 - ... advisory board for DOT.Consulting (<http://dotconsulting.org.pl>).

2013 - ... advisory board for Business Competences Forum and Talent Academy (www.feb.ue.wroc.pl).

2010 – 2012 – co-founder Business Competences Forum at the University of Economics in Wrocław (www.feb.ue.wroc.pl).

2012 – ... teacher at the University of Economics in Wrocław responsible for Strategic Management courses

Work Experience: **Bergman Engineering**
2017 - ...
 Position: Chief Operating Officer, Member of the Board
IBM Client Innovation Center Wrocław & Katowice
2014 – 2017
 Position: Business Operations Manager and Subsidies Programs Leader
2013 – 2014
 Position: Financial Controller
2012 – 2013
 Position: Finance Management Recovery Manager
2010 – 2011
 Position: Business Operations Specialist
2009 – 2010 Ceneo S.A., Allegro group
 Position: IT Analyst

Interest:

- computer science (implementation systems – CRM, ERP; technology),
- management – theory and practice (Strategic Management and Process Management / blog www.strategie.biz.pl),
- sports – Handball.



Collaboration agreement

Rules of Procedure for the Advisory Board

1. Composition of the advisory board

- 1.1. The AVM Board consists of at least 8 and max. 12 members. The board shall be implemented with 2 persons for each knowledge dimension (in total, 6 people) + 1-2 people related to policy, S3 + 1 person related to funding programs (to be distributed along academia, firms and intermediaries/policy makers). Each partner can suggest a new board member candidate. In addition, the AVM Board may suggest other experts for the board. The Lead Partner (LP), i.e. Business Upper Austria – OÖ Wirtschaftsagentur GmbH, and the work package (WP) leader of WP T1, i.e. University of Padua, check if the candidate is appropriate for the Board based on his/her CV. In case of approval, the suggesting partner will invite the candidate. The LP and the WP leader can reject the suggested candidate only if needed to guarantee the balance of the Board.
- 1.2. Each member may resign from his function to a four-week period of notice, also without a major reason, by means of a letter to the LP.
- 1.3. The members perform their duties on a voluntary basis; as far as budget resources are available, travel costs may be reimbursed.

2. Duties and responsibilities of the AVM Board

- 2.1. The AVM Board of the project InnoPeer AVM consults and supports the project partners in matters concerning the project InnoPeer AVM.
- 2.2. In particular, the AVM Board makes suggestions to the partners regarding the strategy, roadmap, and regional action plans that are developed during the project.
- 2.3. The AVM Board contributes to the increase of the promotion and communication activities of the project at the EU level. It promotes the project results in at least 3 European conferences to sustainably represent the "AVM Voice of CE" at EU level.
- 2.4. The AVM Board shall deliver significant contributions for the future integration of CE regions in the EU Innovation Partnership and relevant EU initiatives.
- 2.5. The AVM Board shall provide guidelines on how the board could maintain its activities after the project duration.
- 2.6. Each board member shall provide advice at the request of the LP or the project partners, but also on his/her own initiative. Among other things, he/she shall present the project on conferences or other lead events on European level and shall promote the project results.
- 2.7. Moreover, the Board members should strengthen the awareness of international industry stakeholders and innovation policy makers regarding AVM-related competences and capacities in CE at the transnational and EU level.
- 2.8. The board and/or the board members is/are not partners of the project InnoPeer AVM. All recommendations in the matters mentioned above are binding neither to LP nor any other project partner.





3. Meetings of the AVM Board & resolution

- 3.1. The AVM Board shall meet according to demand, but at least in 3 regular board meetings (via TelCo, one per period - each 6 months). The AVM Board will be constituted at its first meeting that will take place in Linz/Austria in May 2019.
- 3.2. Other interactions between project partners and Board members take place via TelCos or in personal meetings.
- 3.3. The members of the Board have to be invited to the board meetings and the agenda shall be announced in advance. The invitations to the board meetings shall be issued by e-mail by the WP leader or the LP at least two weeks before the board meeting.
- 3.4. The LP or, if the LP is prevented from attending the meeting, the WP leader presides the board meetings.
- 3.5. The adoption of a valid recommendation requires the presence of at least half of the members of the AVM Board. The recommendations shall be taken by unanimous vote.
- 3.6. Minutes of the discussions and recommendations of the AVM Board shall be written by the WP leader or, if the WP leader is prevented from attending the meeting, by the LP. At the request of a member of the AVM Board, an opinion with a different point of view shall be recorded in the minutes. The minutes shall be sent to each member of the AVM Board within four weeks. The minutes are considered as approved, unless objections are raised, at the latest, two weeks after sending the minutes.

4. Publishing of information and results

The LP and/or the WP leader and/or project partners may publish information on the board meetings and results of them, especially in the official Innopeer AVM website, the Innopeer AVM Newsletter and social media channels.

Each board member agrees to the publishing of photos taken during the AVM Board membership for all purposes of the project including public relations activities.

5. Final provisions

Amendments to these rules of procedure shall be valid only if adopted by the partnership.

I agree to the provisions of these Rules of Procedure:

Date

05/02/2020

Signature

[Handwritten Signature]

Curriculum Vitae

Univ.Prof. MMag. Dr. Wolfgang H. Güttel

Johannes Kepler-University Linz
Institute of Leadership & Change Management

Güttel Management Consulting, Research, & Training
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Wolfgang H. Güttel became Full Professor and Head of the Institute of Leadership & Change Management at the Johannes Kepler University (JKU) Linz (Austria) in 2009. Additionally, since 2019 he has been the (founding) Dean of the JKU Business School. His main field of research concerns leadership, strategic change and learning in the context of newly emerging technologies in complex and dynamically evolving environments. His work has been published in various academic books and journals such as *Human Relations*, *Academy of Management Learning & Education*, *Management Learning*, *International Journal of Management Research*, *Harvard Business Review*, *Schmalenbach Business Review*, *International Journal of Human Resource Management*, *Journal of Business Research* or *Austrian Management Review*. He is also engaged in executive education and consulting to advise leaders, firms, and public organizations on managing strategic change. His executive teaching focuses on leadership, team development, organization, strategy, and change management. His academic career includes roles as Dean and Managing Director of the JKU Management School LIMAK (Linz International Management Academy) between 2011 and 2015, Professor at the Universities of Kassel and Hamburg (Germany), Research Fellow at the Universities of Liverpool (United Kingdom) and Padua (Italy) and Assistant Professor at the WU Vienna (Austria). Before embarking upon his academic career, he acted as Management Consultant at Daimler-Benz AG in Stuttgart (Germany), at Diebold Management Consulting in Vienna (Austria) and founded his own consultancy Güttel Management Consulting, Training, & Research in Vienna (Austria).

February 28th, 2020



Collaboration agreement

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5. Final provisions

Amendments to these rules of procedure shall be valid only if adopted by the partnership.

SIGNATORY

I, Univ.-Prof. Dr. Wolfgang Güttel of Johannes Kepler University Linz agree to serve as Member of the AVM Board of the project InnoPeer AVM on the basis of these Rules of Procedure.

Place, Date

Enns, March 5, 2020

Signature

