

EuroSPI Conference Task Force

Participating organisations:

Responsible Project Partner	EuroSPI (author, manager task force) Laura Aschbacher Christian Vilanek	Contributing Project Partners	ISCN (co-author) Dr Richard Messnarz Damjan Ekert TRIEME partners as members in task force: ASA, VSB-TUO, TU Graz
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Geographical scope:

The EuroSPI conference series (<https://conference.eurospi.net/index.php/en/>) is organised since 1994 and managed by the EuroSPI GmbH since its foundation. The conference is world wide with contributions from all European countries, USA, Canada, South America, Africa, Japan, India, and China.

Target group(s)

The EuroSPI conference addresses 50/50 industry and leading research mainly in the sectors automotive, IT, defense and aerospace. Leading automotive industry are moderators of the workshops in the conference. E.g. Volkswagen leads the agile workshop, BOSCH leads the improvement workshop, AVL leads the standards workshop, Elektrobit AG/ ISCN leads the safety and security workshop, ASA leads the e-mobility workshop, and papers come from AUDI, VW, Mercedes etc.

Summary/short description:

In this task force the team elaborated a standard conference cooperation agreement with ASA. This resulted in an agreement template for an associated or a full partner conference of ASA.

The agreement template was then provided to ASA for establishing more conference partnerships in the future based on a standard professional approach.

EuroSPI itself signed the ASA agreement for a full conference partnership.

Objectives:

The objective of the task force has been to create a standard agreement (and demonstrate its use) for a conference partnership model with ASA. A conference partnership light and full model has been developed and a conference partnership agreement signed and implemented.

Methodology:

Based on the cooperation model in WP3 of FLAMENCO for conferences a standard conference agreement template has been established and reviewed.

Activities:

1. Establish an Agreement Template

The WP3 based conference cooperation model has been extended by a standard agreement framework. Below is the content for the 2 cases of an agreement model.

Case 1: Standard Conference Cooperation

§1 General

This is an agreement between the Automotive Skills Alliance (ASA), Rond-Point Robert Schuman 6, 1040 Brussels, Belgium BE 0779.592.463.

legally represented by Jakub Štolfa

hereinafter called the "ASA",
on the one hand

and

<name of the organisation>, <address>, <VAT ID>

legally represented by <legal representative of the conference>,

hereinafter called the "Conference",

§2 Subject and scope

The agreement refers to a set of activities related to the CONFERENCE where ASA is presented as follows

(select ☒ as appropriate):

☐ Key Note

☐ Paper

☐ Presentation

☐ Exhibition

☐ Panel Discussion

☐ Sponsorship

☐ Other (please describe): _____

§2 Duties of the CONFERENCE

The CONFERENCE publishes a supported by ASA statement on the web site, the marketing materials, the program and the proceedings.

The CONFERENCE links the ASA web site from the web site, the marketing materials, the program and the proceedings.

The CONFERENCE and its organisers support ASA in the defined set of activities outlined in §2.

3

§3 Duties of the ASA

ASA provides the right to use the ASA logo on the web site, the marketing materials, the program and the proceedings.

ASA will deliver the activities as outlined in §2.

ASA will use the event details in the ASA news.

§3 Duration and Termination

For a conference that takes place once the agreement is valid only 1 year.

For a continuous conference series the agreement is valid for 3 years. After that the agreement needs to be reviewed.

The agreement can be terminated by either party. The termination letter must be done in writing or by email. A termination letter must be sent 3 months in advance.

§4 Copyright of Materials

For publications and presentations ASA provides the CONFERENCE the right to publish the materials.

The ASA logo can only be used for the conference cooperation, no other use is permitted.

§4 Conflict Resolution

In case of conflicts the ASA board will be contacted and a direct contact between the ASA board and the CONFERENCE will be established. A conflict resolution meeting will take place and the evaluation checklist for conferences will be used as an objective framework.

§5 Rights to Use the ASA Logo

The CONFERENCE has the right to use the **ASA logo** and can display it on all materials, including the web site, the marketing materials, the program and the proceedings, and uses the statement “supported by ASA”.

Case 2: ASA Partner Conference

§1 General

This is an agreement between the Automotive Skills Alliance (ASA), Rond-Point Robert Schuman 6, 1040 Brussels, Belgium BE 0779.592.463.

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hereinafter called the "ASA",

on the one hand

and

<name of the organisation>, <address>, <VAT ID>

legally represented by <legal representative of the conference>,

hereinafter called the "Conference",

§2 Subject and scope

Case Study per focus group (Task Force - TF) / T4.4

The agreement refers to a set of activities related to the CONFERENCE where ASA is presented as follows (copy here the evaluation of the red/orange/green criteria / all rated with with yes):

Checking red Criteria	Y/N	Comments
The program contains automotive relevant contents	Yes	
ASA is visible as a conference partner	Yes	
ASA is represented e.g. by a key note e.g. by a workshop series e.g. by papers e.g. by a white paper e.g. by programme committee membership e.g. by exhibition	Yes	
The conference is recognised in automotive industry (leading automotive companies participate/contribute, leading automotive research is participating/contributing)	Yes	
The content is relevant for (can be mapped onto) at least one ASA Work Group	Yes	
The ASA logo must be visible on the conference programme.	Yes	
The conference offers interaction between experts and industry and business networking options (not only lectures but also workshops)	Yes	

Checking Orange Criteria	Y/N	Comments
The conference offers reduced participation fees for ASA members		
The conference distributes ASA information material to attendees.		
The conference shares the attendee lists with details with ASA		
The conference has a network of experts that can become members / or contribute to ASA WGs		
The conference has a book with a leading publisher (publication of ASA WGs)		

Checking Green Criteria	Y/N	Comments
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The conference provides ASA interviews and key note videos.		
The conference is recognised by scientific rating agencies e.g. has a H5-index		
The conference is organised by existing WG ASA members		

§2 Duties of the CONFERENCE

The CONFERENCE publishes a ASA Partner Logo and statement on the web site, the marketing materials, the program and the proceedings.

The CONFERENCE links the ASA web site from the web site, the marketing materials, the program and the proceedings.

The CONFERENCE and its organisers support ASA in the defined set of activities outlined in §2.

The CONFERENCE offers all ASA members in the conference registration a special price e.g. 20% reduced.

The CONFERENCE coordinates with ASA to identify the topics of interest with ASA. ASA members might become part of the program and workshop committees and co-decide by this involvement the future direction of the CONFERENCE.

6

§3 Duties of the ASA

ASA provides the right to use the ASA Partner logo on the web site, the marketing materials, the program and the proceedings.

ASA will deliver the activities as outlined in §2.

ASA will use the event details in the ASA news and inform all members about the joined topics.

ASA will inform all members about the reduced registration price.

§3 Duration and Termination

For a conference that takes place once the agreement is valid only 1 year.

For a continuous conference series the agreement is valid for 3 years. After that the agreement needs to be reviewed.

The agreement can be terminated by either party. The termination letter must be done in writing or by email. A termination letter must be sent 3 months in advance.

§4 Copyright of Materials

For publications and presentations ASA provides the CONFERENCE the right to publish the materials.

The ASA logo can only be used for the conference cooperation, no other use is permitted.

§4 Conflict Resolution

In case of conflicts the ASA board will be contacted and a direct contact between the ASA board and the CONFERENCE will be established. A conflict resolution meeting will take place and the evaluation checklist for conferences will be used as an objective framework,

§5 Rights to Use the ASA Partner Logo

The CONFERENCE has the right to use the **ASA Partner logo** and can display it on all materials, including the web site, the marketing materials, the program and the proceedings, and conference attendance certificates, , and uses the statement “partner of ASA”.

2. Sign an Agreement and Demonstrate the Implementation with EuroSPI

The full conference cooperation agreement has been signed by EuroSPI and ASA by 25 June 2024.

EuroSPI-ASA-Memorandum-of-Agreement-FullPartnerType

7

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on the one hand

and

EuroSPI Certificates and Services GmbH, Karl-Morre Strasse 86/2/9, 8020 Graz, Austria, VAT ID: ATU77813458

legally represented by Laura Aschbacher, MA, BA,

hereinafter called the "Conference",

Signature

Date: 7.6.2024



Laura Aschbacher, MA,BA

Director Design & Marketing

EuroSPI Certificates & Services GmbH



**EuroSPI Certificates &
Services GesmbH**

Karl-Morre-Straße 86/9
A-8020 Graz, Austria
www.eurospi.net

Date:

BRUSSLS,
25/06/2024



Dr Jakub Stofa

President ASA



ASA

Rond-point Schuman 6, 1040 Bruxelles
BE 0779.592.463 email: info@skills-alliance.eu
www.automotive-skills-alliance.eu

3. Execution of the Agreement and Demonstrate the Implementation with EuroSPI

The EuroSPI 2024 conference took place 4-6 September 2024, Munich, Germany.

The conditions have been fulfilled:

Case Study per focus group (Task Force - TF) / T4.4

§2 Subject and scope

The agreement refers to a set of activities related to the CONFERENCE where ASA is presented as follows (copy here the evaluation of the red/orange/green criteria / all rated with yes or no):

Checking red Criteria	Y/N	Comments
The program contains automotive relevant contents	Yes	It contains an annual automotive digitalisation and green mobility stream Also the functional safety, agile, cybersecurity and sustainability workshop are moderated by leading OEM and Tier 1 companies
ASA is visible as a conference partner	Yes	Is a regular key note Is the moderator of the annual automotive digitalisation and green mobility stream
ASA is represented e.g. by a key note of the ASA partnership e.g. by a workshop series e.g. by papers e.g. by a white paper e.g. by programme committee membership	Yes	By a key note of the ASA partnership (EuroSPI sponsors the travel cost, the cost are limited with a max refund of 1000 EUR) By a white paper By moderating an annual automotive digitalisation and green mobility stream By being member of program committee

e.g. by exhibition		
The conference is recognised in automotive industry (leading automotive companies participate/contribute, leading automotive research is participating/contributing)	Yes	The conference is recognised by VDA/INTACS with INTACS EEs Experience Evidence Points The conference has a EuroSPI Academy with certificates recognised by major OEMs and Tier 1 world wide (academy.eurospi.net)
The content is relevant for (can be mapped onto) at least one ASA Work Group	Yes	Working groups in ASA content is directly related to the conference. The innovation WS is related to the innovation task force in ASA
The ASA logo must be visible on the conference programme.	Yes	Is displayed in a key note page After signature a partner information and ASA partner logo will be added
The conference offers interaction between experts and industry and business networking options (not only lectures but also workshops)	Yes	Yes, the whole conference is structured into workshops and interactions

Checking Orange Criteria	Y/N	Comments
The conference offers reduced participation fees for ASA members	Yes	20% reduction
The conference distributes ASA information material to attendees.	Yes	Yes, by the web site and key note
The conference shares the attendee lists with details with ASA	Yes	Attendee lists are shared already in DRIVES, Flamenco, will continue
The conference has a network of experts that can become members / or contribute to ASA WGs	Yes	WS leader and participants are members of ASA WGs
The conference has a book with a leading publisher (publication of ASA WGs)	Yes	SPRINGER book series https://link.springer.com/conference/eurospi

Checking Green Criteria	Y/N	Comments
The conference provides ASA interviews and key note videos.	Yes	We did interviews and published on Youtube channel https://www.youtube.com/watch?v=9t8pdjNaQ-I
The conference is recognised by scientific rating agencies e.g. has a H5-index	Yes	https://scholar.google.com/citations?hl=en&view_op=search_venues&vq=EuroSPI&btnG=
The conference is organised by existing WG ASA members	Yes	By ISCN and EuroSPI, both ASA members

Status Update / Best practices identified during the FLAMENCO Project:

All what was planned has been achieved by implementing the agreement:

- ASA as a key note
- ASA white papers
 - a. FLAMENCO paper in EuroSPI book series in SPRINGER
 - b. Innovation agent task force white paper in EuroSPI book series in SPRINGER
- Workshop leadership – leading the emobility and digitalisation workshop at EuroSPI
- Workshop leadership – leading the innovation agent workshop at EuroSPI
- ASA members had 20% reduction

This was the 31st EuroSPI conference hosted by Hochschule München 4-6 September 2024. It was preceded by an online technology day on 2 September 2024 with 41 participants and the main event had finally 155 participants online (53) and onsite (102). The conference is a hybrid event with 5 parallel streams and thematic workshops. In 2024 the SEI/CMU joined with a key note panel about GenAI and the ICSSP conference joined as a 5th stream. EuroSPI is supported by INTACS and attendees who are assessors received an EE evidence.

EuroSPI has a book series with SPRINGER and the book series is listed under the 10% best downloaded books in SPRINGER online. So far the book series in total had 1,48 (one million four hundred and eighty thousand) downloads. It is also supported by a Q2 rated journal from WILEY. The conference includes workshops about

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Case Study per focus group (Task Force - TF) / T4.4

assessment models, functional safety and cybersecurity, new SW engineering topics e.g. machine learning, sustainability, e-mobility, innovation, improvement nest practices, agile, etc.

Leading Tier 1 and OEMs lead the workshops and the conference had social events for exchange and business networking. e.g. experts from: Elektrobit leads the safety and security workshop; VW lead the agile workshop; AVL leads the standards workshop; etc. The next year conference will be 10-12 September 2024 in Riga, Latvia, hosted by the Riga Technical University.

The conference has been in cooperation with ASA and the full partnership has been officially announced.

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6

Full Conference Partner of ASA Agreement Signed

EuroSPI-ASA-Memorandum-of-Agreement-FullPartnerType

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§2 Subject and scope

11

10

11

12

13

EuroSPI GmbH is Member of Strategic EU Projects

Business and Service Models to launch new skills for automotive

- ASA and EuroSPI conference agreement
- EuroSPI academy and certificates
- Innovation agent task force foundation

Development and update of skills portals for future emobility eco system

- New MOOCS
- New content of EuroSPI academy
- New content for EuroSPI workshops

What is the main take-away for the ASA?

- The conference cooperation agreement templates can be re-used for a large number of conferences. This way ASA can be networked into various conferences and communities.
- The agreement template allows
 - A light and standard partnership with variable options for cooperation

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Case Study per focus group (Task Force - TF) / T4.4

- A full partnership with a defined set of agreed duties between both sides
- The EuroSPI partnership is a sustainable partnership since the EuroSPI conference runs since 1994 and is planned for further years
- The EuroSPI partnership allows a wide dissemination by its Springer book series (1,4 million readers) and by the fact that leading automotive industry has moderator roles in it.

Challenges and risks:

- This year the agreement was signed late and the early off date of registration was very close. This led to the fact that ASA members got the information late. This will be improved in 2025.
- The ASA key note is to be maintained for follow up years and there was the idea to involve more ASA members in a panel discussion on important topics, moderated by ASA.

General risks:

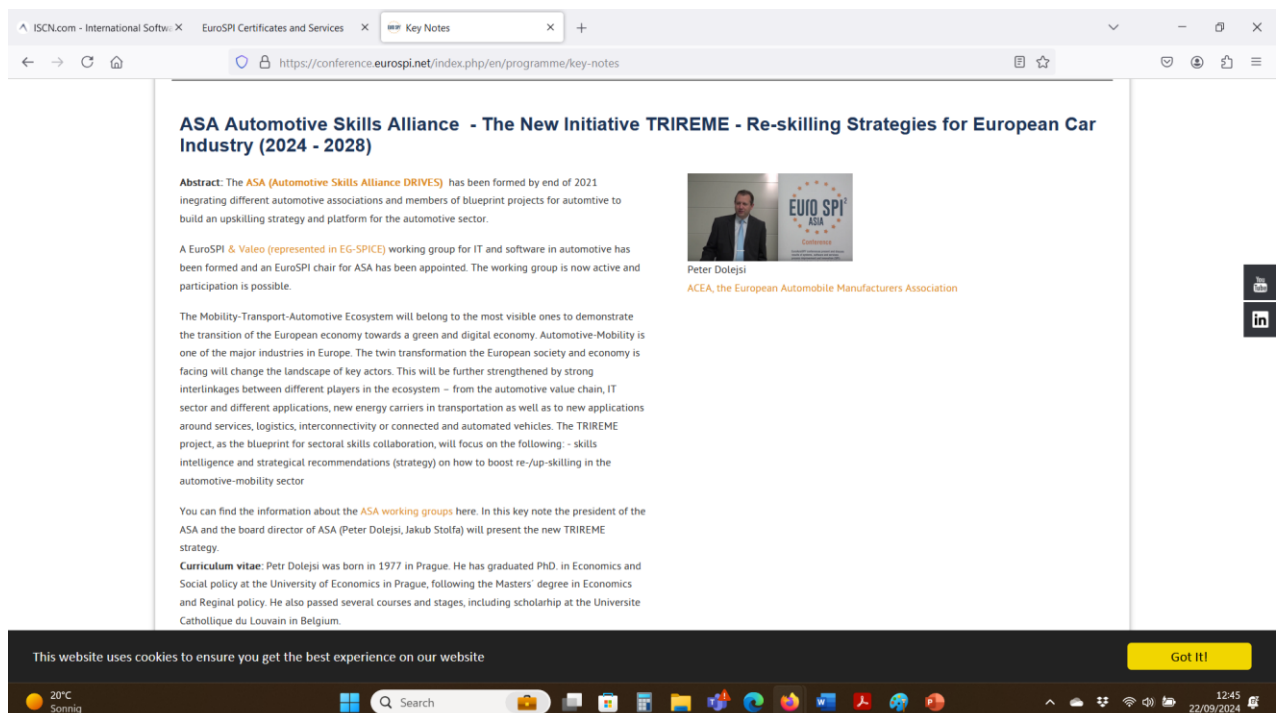
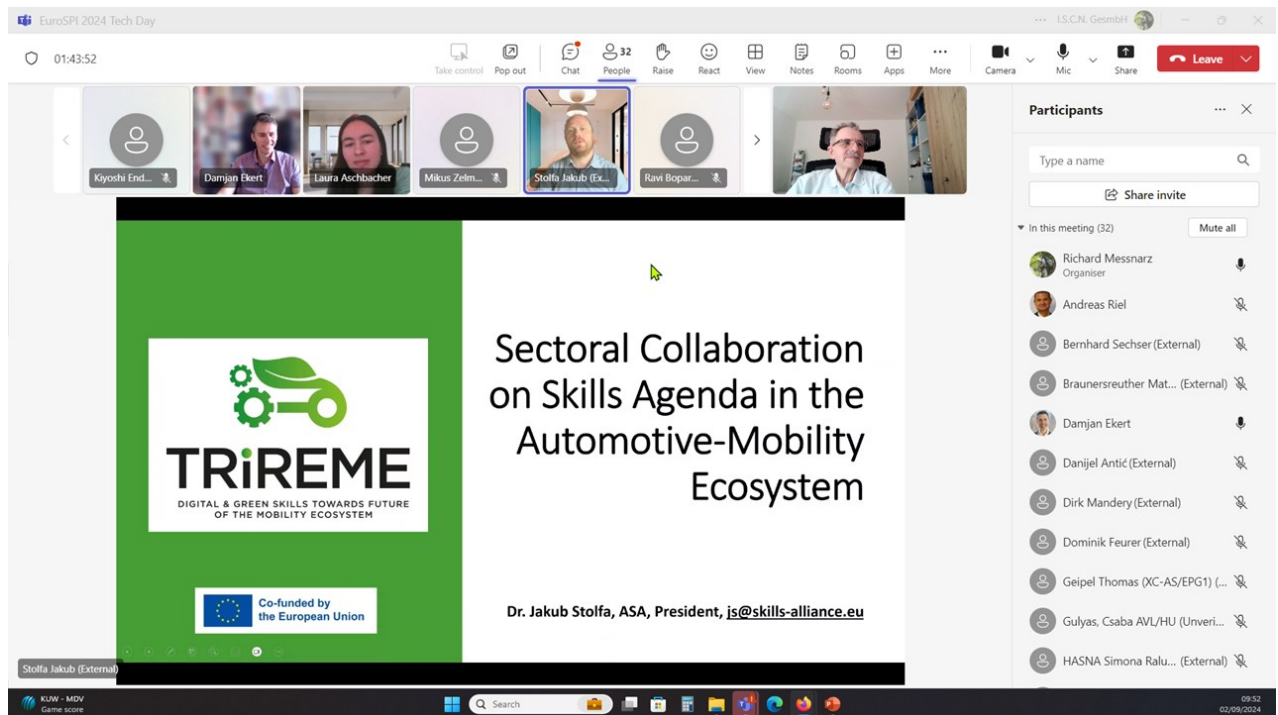
- While the model worked for EuroSPI it still has to show its efficiency with a number of other conferences. It is expected that many will use the light standard conference model and only select specific parts of cooperation.
- There is a risk that the ASA logo will be misused. Many conferences might use the logo and claim to be partner although they have not signed an agreement. It is unclear how in ASA this will be controlled.
- Every year while planning the conference ASA and its involvement needs to be coordinated. If the ASA management team would change there is a risk of communication between EuroSPI and ASA, to assure that the agreement is still effective in its operation.

Results / Assesed Progress

Results achieved in the EuroSPI conference as a demonstrator are:

- ASA as a key note
- ASA white papers
 - a. *FLAMENCO paper in EuroSPI book series in SPRINGER*
 - b. *Innovation agent task force white paper in EuroSPI book series in SPRINGER*
- *Workshop leadership – leading the mobility and digitalisation workshop at EuroSPI*
- *Workshop leadership – leading the innovation agent workshop at EuroSPI*
- *ASA members had 20% reduction*

A key note by ASA was held.



White papers have been published.

- See EuroSPI book series: <https://link.springer.com/conference/eurospi>

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- See attached file: InnoAgentTaskForce-White-Paper-SPRINGER-978-3-031-71142-8_10.pdf
- See attached file: FLAMENCO-White-Paper-978-3-031-71142-8_11.pdf

A Model for the EU-Wide Collaboration on Skills Agenda in the Automotive-Mobility Ecosystem

Marek Spanyolik^(✉), Jakub Stolf, and Svatopluk Stolf

VSB - Technical University of Ostrava, Ostrava, Czech Republic
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Abstract. The automotive-mobility ecosystem is undergoing rapid changes driven by the green and digital transitions. These changes significantly affect all stakeholders, including companies, education and training providers, social partners, member states, and regions. Extensive collaboration is necessary at all levels to address this impact, enhance skills intelligence (Information on key trends and demands in the labour market can support guidance and counselling, recruitment processes, provision of education and training, and career paths [13].), understand emerging trends and required skills, and offer relevant training and education programs. This paper presents a collaboration model on the European skills agenda within the automotive-mobility ecosystem, particularly in the context of the Pact for Skills large-scale partnership, the Automotive Skills Alliance (ASA) [1].

Keywords: ERASMUS + Project · Collaboration · Skills Agenda · Automotive · Mobility · Green · Digital · Transformation

The Innovation Agent Task Force in the Automotive Skills Alliance (ASA) and Innovation Assessment Best Practices

Laura Aschbacher^{1(✉)}, Jorn Johansen², Mikus Zelmenis³, Richard Messnarz⁴,
 Damjan Ekert⁴, and Jonathan Breitenhaller¹

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Abstract. In the EU blueprint project FLAMENCO services for re-skilling the automotive and IT industry are established in cooperation with the Automotive Skills Alliance as the pact for skills partner for automotive in Europe. A task force is currently being set up to qualify innovation agents (as a job role) and provide innovation agents with a set of methods and tools. The EU project TIMS developed a set of training modules and an innovation assessment tool which has been packaged and used for the innovation agent services in the ASA. This paper describes the background of the innovation agent task force and provides an insight into the innovation assessment tool and services which are applied to support the implementation of innovation management systems. The paper also outlines the need for innovation and how the new ISO 56000 norm series for innovation management systems has been adapted for the need of the ASA task force.


Keywords: ISO 56000 · IMS Innovation Management System · Drivers of Change · innovation capability assessment

Workshops have been moderated.


Newsflash The EuroSPI & ICSSP 2024 Conference Program is online - join our community and register

Workshop: Digitalisation of Industry, Infrastructure, and E-Mobility


Workshop-Moderators




Jakub Stolf
VSB TUO, Czech Republic




Svatopluk Stolf
VSB TUO, Czech Republic




Peter Dolejsi
ACEA, Belgium




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TU Graz, Austria



Andreas Riel
Grenoble Institute of Technology, France



Michael Reiner
University of Applied Sciences Krems, Austria



Richard Messnarz
ISCN GesmbH, Austria

Digitalisation of Industry, Infrastructure, and E-Mobility

Digitalisation of industry, vehicles, planes, infrastructure, services leads to new system and software architectures, new standards to be followed, new uses cases, new service models, and so forth. The EU Blueprint project DRIVES came up with a set of major drivers of change which are used below as thematic paper topics.

DRIVES (2018 - 2021) is a large EU project which implements the vision of GEAR 2030. Gear 2030 is a strategy pannel in Brussels where the association of car manufacturers in Europe and the association of all Automotive suppliers in Europe share an expert team to develop the vision of the future skills / job roles needed for the Automotive industry till 2030. The year 2030 marks a corner stone where cars are driving in a networked infrastructure and cars are developed with so much intelligence, electronics, sensors and software to offer self driving. Moreover, it is planned to network the entire infrastructure, with a production in an industry 4.0 environment and on the air uploads to update cars constantly. Also new energy concepts are planned to provide enough electric power and new service and business models are created. And new chemical and material research is done to allow leight weight vehicles, and vehicles that can reload batteries during drive etc. Members of DRIVES will share experiences with contributing parties, and experts contribution papers can share their ideas with GEAR 2030 and DRIVES. DRIVES is continued by the Blueprint FLAMENCO (2022-2024) that established an Automotive Skills Alliance in Europe as the pact for skills partner in the automotive sector. And the new Blueprint TRIREME (2024-2028) started to support the future green mobility skills related strategy of Europe wide upskilling and reskilling.

Workshop: Innovation Challenges till 2030 – Empowerment of the Drivers of Change

Workshop-Key-Contributors and Moderators



Jom Johansen (Lead moderator)
Whitebox, Denmark



Mag. MBA Bruno Wöran
ISPI Board Member, Austria



Joanne Hyland
rInnovation Group, USA



Dr Richard Messnarz
ISCN, Austria



BA Laura Aschbacher (Lead co-moderator)
EuroSPI GmbH & ISCN GmbH, Austria



Prof. Tom Peisl
Hochschule Munich, Germany



Dr Georg Macher
TU Graz, Austria



Olaolu Segun Odeleye
Deloris Mundo, Nigeria



Babatunde Adedotun Salawu
Deloris Mundo, Nigeria

Innovation Challenges in the 21st Century

Dr Richard Messnarz, Dr Georg Macher were WP leaders in the EU Blueprint project DRIVES, which developed a **skills agenda for the future automotive industry**. The project delivered studies about drivers of change, new skills needs, and new developments towards a networked smart car which is connected to other services around. One outcome was that there is a need for more innovation in **creating new business models that fit with the new expected changes**. The concept of an innovation agent skills profile has been created. In the EU project TIMS an innovation assessment method and tool has been developed that will be used by the innovation agents in future.

Dr Richard Messnarz (in cooperation with TU Hannover) and Dr Georg Macher (in various secondments) were supported by the Marie Curie EU Project OPENINNOTRAIN for meeting partners that collaborate on these innovation strategies.

Mag. Bruno Wöran together with Dr Messnarz developed in the past an innovation manager training, and they drift now to a new paradigm that instead of having an innovation manager centrally controlling an innovation database in times of radical innovation we need to empower agents in all teams to unleash the ideas of how to use the new functional options that come up.

Prof. Tom Peisl is a highly recognised researcher at Hochschule München and teaches innovation and business models and has numerous projects with industry in that area as well. He will contribute with recent studies about human centred innovation strategies which are imposed by the innovation agent concept.

Joanne Hyland is the President of the rInnovation Group and former Vice President, New Venture Development at Nortel Networks. She is a strategic innovation expert and consults fortune 1000 companies and contributed her ideas to DRIVES about the future skills of innovation agents.

Laura Aschbacher has a degree in information design from the University of Applied Sciences Joanneum, Graz. She is a member of the EuroSPI innovation agent workshop series program committee and in the DRIVES project created the innovation agent key note and lecturing videos and co-moderates the innovation agent trainer interaction workshops. She is a researcher in digital innovation and has also a Master degree in communication and interaction design at the University of Applied sciences Joanneum. **Currently in a cooperation between TU Graz and ISCN she does an MBA study (in parallel to her job) for digital business innovation. In the EU blueprint project FLAMENCO she is together with Dr Messnarz, and DI Ekert setting up an European innovation agent task force.**

In the EU project TIMS she is a researcher that developed with the TIMS partners and the ISCN team an ISO 56000 based innovation assessment system and tool that is now used in leading industry.

Financial support:

The EuroSPI conference series is self financed since 1995, and successfully organised since 31 years. The conference has a stable number of attendees and finances the cost by attendee income.

Next year conference will be hosted by TU Riga, Latvia, 10-12 september 2025.

Replication and Sustainability:

EuroSPI related

The conference has been established since 1994 and is organised annually. EuroSPI's mission is to develop an experience and knowledge exchange platform for Europe where SPI (System, Software, Service, Safety, Security)

Process and Product Improvement, Innovation and Infrastructure) practices can be discussed and exchanged and knowledge can be gathered and shared. This mission is implemented by 5 major action lines:

An annual EuroSPI² conference series supported by leading industry and research from different EU countries.

Establishing a set of books and journals and by that establishing a knowledge library for process and product improvement.

Establishing an SPI Manifesto emphasizing that assessments are only a starting point and more important is the improvement program to really achieve improvements.

Establishing a board of representatives for the SPI manifesto world wide, and establishing social media groups connecting with the community.

Establishing a European Academy with Certificates for a pool of professions related to smart projects in the EU and related with SPI and management. This is supported by European certificates, exam systems, and online training platforms, as well as by strategic EU programs like DRIVES and ALBATTI and FLAMENCO and TRIREME.

ASA and Conference Model Related

The standard conference agreement together with the example of EuroSPI will empower ASA in the next years to establish more such agreements with various conferences and therefore becomes visible across Europe.

ASA- Automotive Skills Alliance

Conference Related

The standard conference agreement defines the duties of ASA.

17

§3 Duties of the ASA

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ASA will deliver the activities as outlined in §2.

ASA will use the event details in the ASA news and inform all members about the joined topics.

ASA will inform all members about the reduced registration price.

In general it is expected that ASA will use the standard agreement to get their role and visibility multiplied into many conferences.

Further Reading and Acknowledgements:

File/Link	Description
FLAMENCO-White-Paper-978-3-031-71142-8_11.pdf, and https://link.springer.com/book/10.1007/978-3-031-71142-8	FLAMENCO White Paper in SPRINGER EuroSPI book series
InnoAgentTaskForce-White-Paper-SPRINGER-978-3-031-71142-8_10.pdf, and https://link.springer.com/book/10.1007/978-3-031-71142-8	Innovation Agent Task Force White Paper in SPRINGER EuroSPI book series

https://conference.eurospi.net/index.php/en/programme/key-notes	ASA Key Note at EuroSPI
https://conference.eurospi.net/index.php/en/workshop?id=74	ASA E-mobility WS page at EuroSPI
https://conference.eurospi.net/index.php/en/workshop?id=53	ASA innovation agent task force Ws at EuroSPI