



AX-C: AN IMPACTFUL HUB

Presented by the team «4 the hub»:

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Context

- The **Summer School** of Innovation and Creativity
- The challenge: **Centech** & **Conseil de l'innovation du Québec**



Research Question

How to design and manage a hub that will foster collaboration between communities to maximize entrepreneurship and contribute to solving the society's key challenges?

Mission & Vision

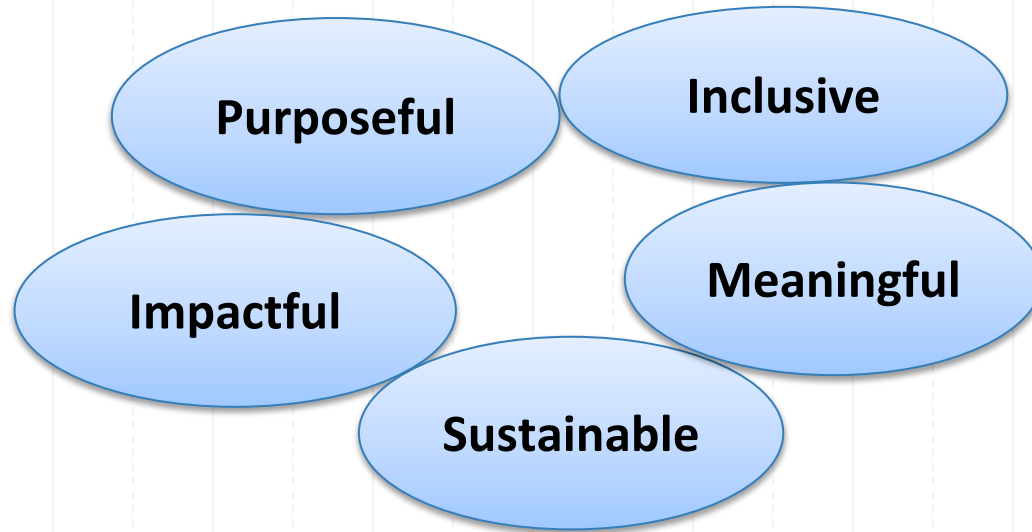
Mission

“To provide promising start-up companies with an **inspiring, inclusive** and **world-class space to grow...**” (Ax-c, 2023) “...and to be recognized, **by 2027**, in **Québec** and **nationally among the top three** innovation hubs ”.

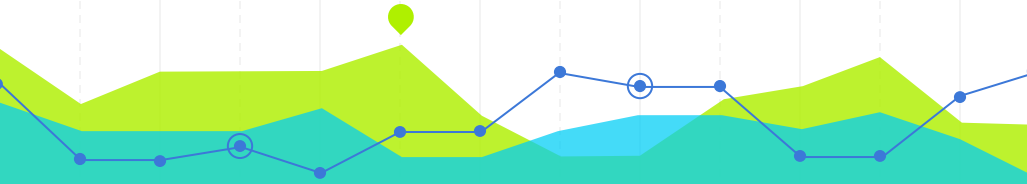
Vision

“Ax-C is the ideal destination for **creating innovative solutions** to meet the needs of industry, markets and society as a whole” (Ax-c, 2023) “...and to be recognized **internationally, by 2030**, as an example of **successful** and **sustainable** innovation ecosystem”.

Guiding principles



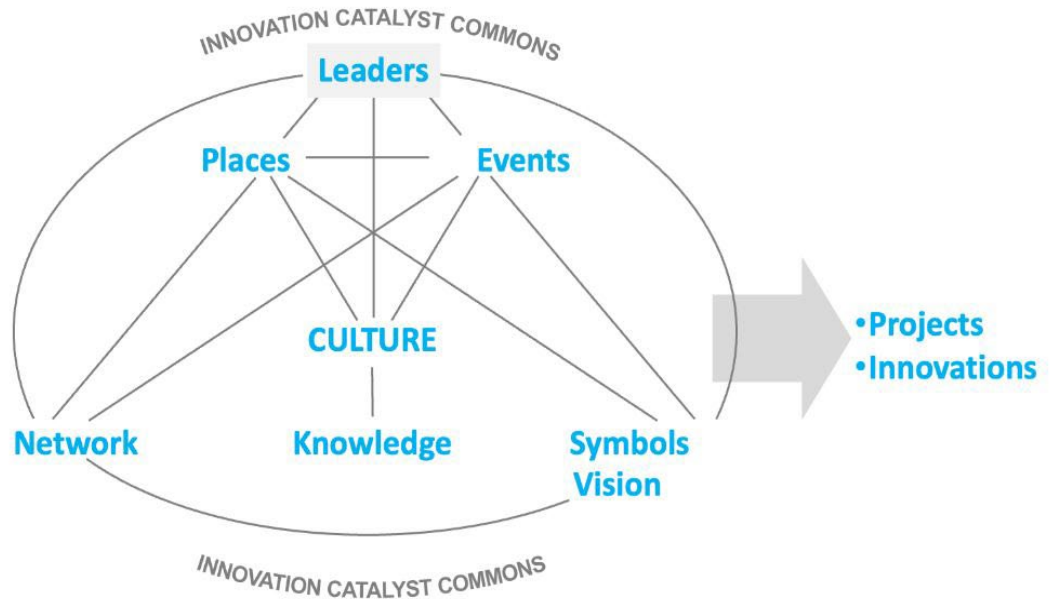
- ✓ Contributing to the **vibrancy** of the hub
- ✓ Contributing to the **growth** of the hub
- ✓ Being an **active player** of the Hub
- ✓ **Intellectual property** rights



Rules of Engagement

Framework

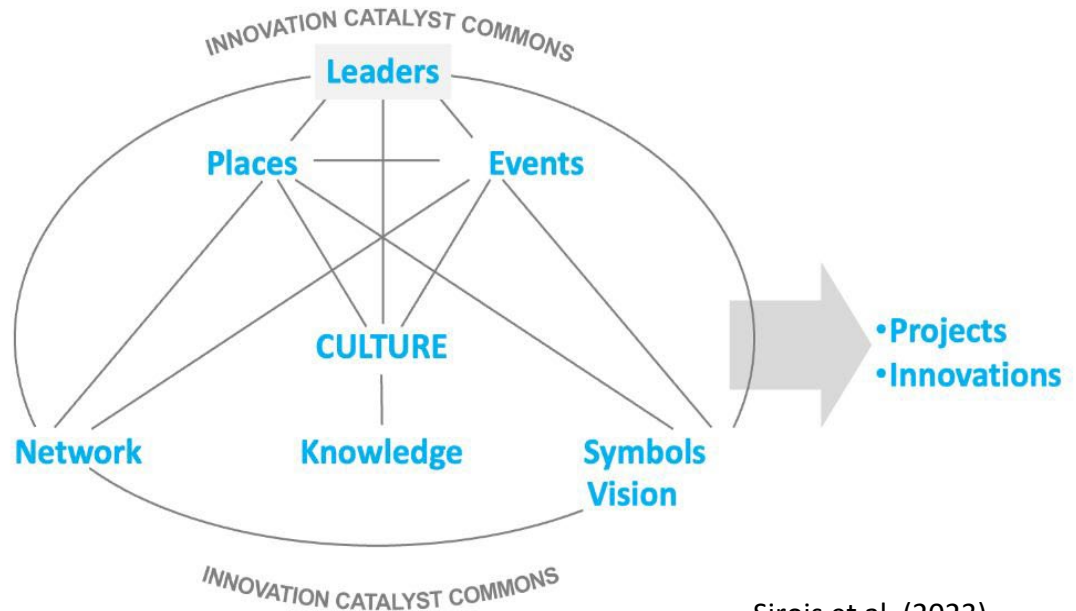
- The role of innovation commons
- The concept of **commoners** and their characteristics



Sirois et al. (2023)

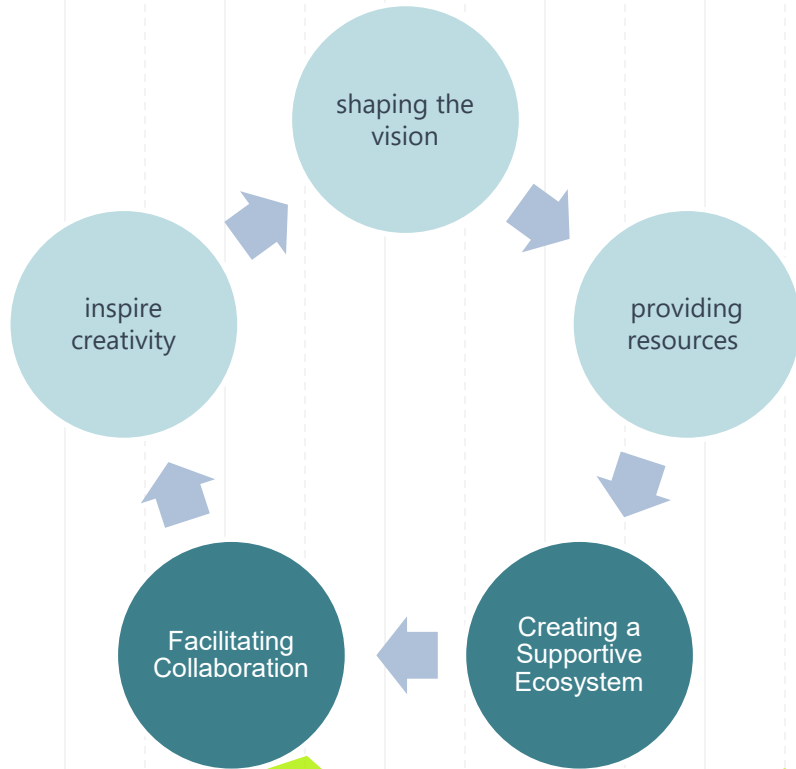
Framework

- The commoners' **objectives**? Establishing:
 - **Social** commons
 - **Knowledge** commons
 - **Symbolic** commons
- Underground, upperground and **midground** actors



Sirois et al. (2023)

Leadership



Transformational Leadership

- ✓ *Empowerment and Trust*
- ✓ Inspirational *motivation*
- ✓ Idealized influence
- ✓ Intellectual stimulation
- ✓ Aware of the *values and standards of a social system*
- ✓ Personal consideration

Place (Physical Space)

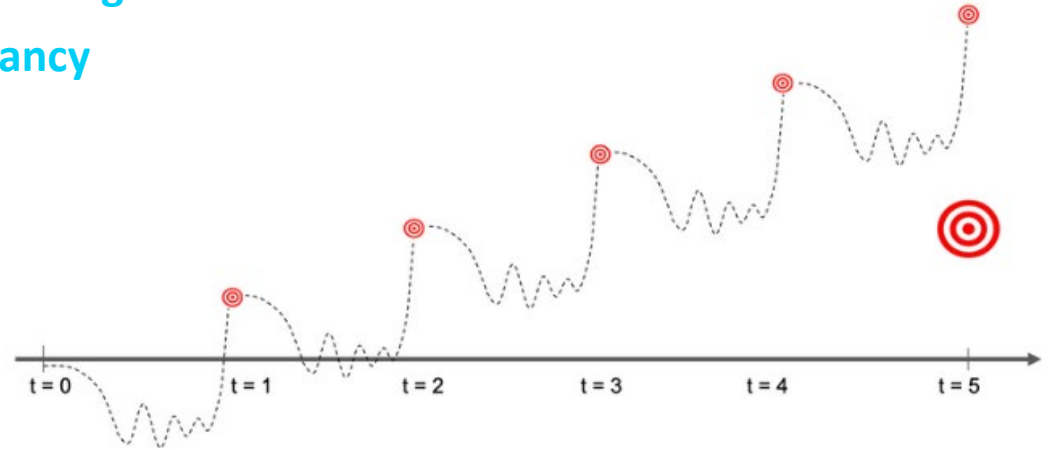
- **Design:** open concept, wide corridors, glass windows, round shapes
- **Inside** outline: common areas, cafeteria, private rooms, music, painting & reading rooms
- **External** outline: modern & elegant architecture, lights & signs, wide garden



«A warm, welcoming and inclusive environment»

Events

- ✓ **Magnetize** a wide range of participants
- ✓ Create opportunities for **networking**
- ✓ Create a sense of **fun** and **vibrancy**
- ✓ Increase visitation
- ✓ Building **trust**
- ✓ Cultural development



L. Sirois, 2023

Space (Cognitive Space)

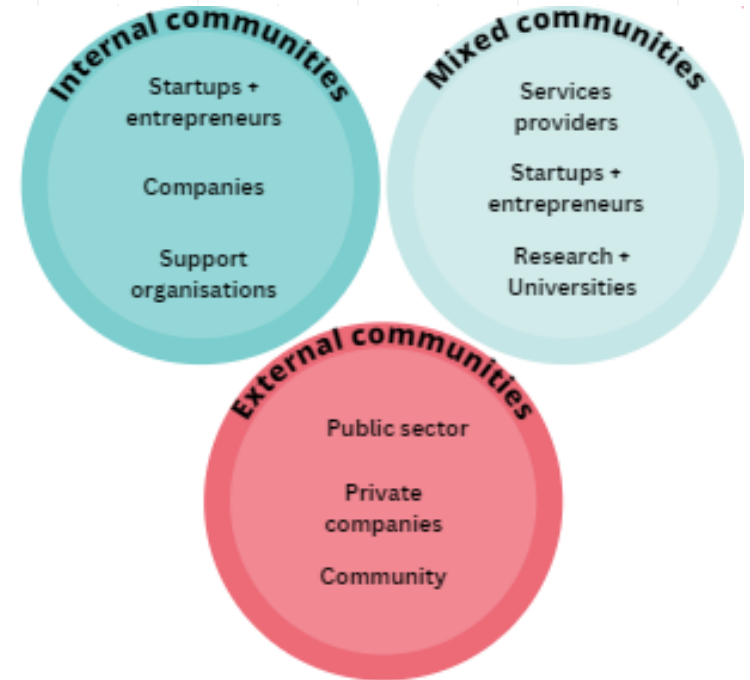


- Gathering **diverse** & **unique** minds
- **Challenging traditional** thoughts
- Thinking **outside of the box**
- Encouraging **knowledge transfer**



Network & community

- Network as a **multiplayer game**
- **Internal, external** and **mixed communities**



Knowledge Sharing

WHO

External communities
Internal communities
Mixed communities

CREATION



HOW

Research
Projects
Events

DISSEMINATION

Shared symbols

«a place that is **fun**, **comfortable** and well **equipped**»

- Branded sandals
- Computers and other devices
- Painting & crafting material
- Music instruments
- Library



Challenges

- Taking without giving
- Misalignment with community values
- Equality Vs Equity
- Not walking the talk
- Empty chairs



Solutions to challenges

- Effective Leadership
- Clear Communication
- Diversity and Inclusion
- Cross-Cultural Training
- Recognition and Rewards
- Regular Feedback and Check-Ins
- Team Building Activities



Next steps: Evolving from the traditional concept of an innovation hub

- Open/Living Lab: **inclusive** space where **all actors** of society are welcome
- **Scientific research, experimentation, prototyping** activities
- **Researchers, scientists**, and professionals with technological expertise to collaborate with **start-ups**



Acknowledgements

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