

# KITCHEN LAB CONCEPT

The test kitchen for product development activities at NOI  
Techpark



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**Nature of Innovation.**

The NOI Techpark Kitchen Lab is a test kitchen equipped with state-of-the-art facilities and is open to anyone looking to develop new food products. Food manufacturers can recreate their processing chains in the lab in order to optimise every single production step, no matter how small, and can also use the space to create prototypes or manufacture test batches. The Kitchen Lab is also the perfect venue for workshops, seminars and presentations requiring the latest processing technology.

Around 50 square metres in size, the lab can be used to apply the following well-established, traditional cooking techniques: boiling, baking, steaming, flash freezing, dehydrating, grinding, mixing, stirring, kneading, vacuum packing, sous-vide cooking, juicing, microwaving, fermenting and many more. A whole host of equipment, including an autoclave, a 3D food printer, a vacuum mixer and a smoking chamber, is also available to help users to develop innovative products. Users can additionally hire or bring in their own equipment.

Provided that they can demonstrate that they have the required professional qualifications, Kitchen Lab users can produce small batches of products here to test on the market.

The Kitchen Lab's target group includes startups and innovators, companies and artisans, research institutes and researchers at NOI Techpark as well as private individuals, students, teachers and school pupils.

The lab usage costs are modular and comprise the basic room hire fee and the Kitchen Lab services. Regular customers with a partner card benefit from attractive prices for using the lab multiple times. The Kitchen Lab also organises workshops and events for these customers. Before the test kitchen can be used, approval must be obtained from the operator, Tech Transfer Food Technologies. All the information needed to operate the equipment is available online.

On request, the Kitchen Lab team can inform users about funding opportunities and can put them in contact with experts, who are on hand to offer support and advice during the product development process.

The Kitchen Lab is located in the BZ1 factory building within NOI Techpark (Alessandro-Volta-Straße/Via Alessandro Volta 13/A, 39100 Bozen/Bolzano, South Tyrol).

Information and reservations: [www.kitchenlab.noi.bz.it](http://www.kitchenlab.noi.bz.it)

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## INTRODUCTION

Never before has it been so easy to conduct research and to develop products in the food sector. The Kitchen Lab awaits you – and your innovative product ideas.

The NOI Techpark Kitchen Lab is a test kitchen equipped with state-of-the-art facilities and is open to anyone looking to develop new food products. From members of the agricultural industry wishing to explore new direct marketing opportunities to startup founders with brilliant product ideas, R&D staff working for large food processing companies and researchers, this makerspace provides the ideal environment for everyone. Whether you wish to play around or experiment with product ideas or to work alone or in cooperation with external experts or partner companies to develop prototypes or manufacture test batches, the lab is the right place for you.

The Kitchen Lab is also the perfect venue for seminars, workshops and presentations requiring the latest processing technology. Here, there are no barriers to entry for anyone involved in developing innovations or transferring technology in the South Tyrolean food sector.

Discover a new universe for food innovation – and read on to find out more about the Kitchen Lab test kitchen, its operator Tech Transfer Food Technologies and the inspirational surroundings created by NOI Techpark.

## NOI Techpark

In Bolzano Bozen, in the heart of South Tyrol, the gateway between the German and Italian cultural heritage, fertile ground for a new dynamic in the international field of scientific research is being prepared. The innovation district which opened in 2017 does not practise a conventional, purely quantitative growth philosophy, but rather a new and sustainable form of research and development. Here, networks of private firms, research institutions and universities are being set up to create new products and services which will add value to the lives of people, society in general and the surrounding countryside. Energy efficiency, living conditions, comfort and safety will all be improved. More agreeable and sustainable foods will be developed. Everyday processes are being automated. Around 500 researchers, entrepreneurs, people employed in start-ups, students, experts and brilliant minds are working on topics like these, day in day out.

## NOI Food Technologies

Quality and regional origin are two of the trends expected to shape the food sector in the decades to come. South Tyrol has always been a frontrunner in this field and is continuing to break new ground in NOI's food labs. Here, developers create innovative products from regional raw ingredients and test techniques for refining South Tyrol's high-quality produce, such as wine, dairy products, fruit, baked goods and meat products.

The research focuses on using chemical food analyses to enhance quality control procedures, on performing isotope analyses to determine the origin of ingredients and raw materials and on improving production processes. What's more, food manufacturers can recreate their processing chains in the lab in order to optimise every single production step, no matter how small.

## NOI Tech Transfer Food Technologies

As the research and technology hub for the food sector within NOI Techpark, the Tech-Transfer Food Technologies unit supports innovation and product development in South Tyrol's food industry.

Our activities focus on using research and technology to help create new, innovative food products. Within NOI Techpark, we achieve this by acting as a point of contact between companies and researchers at a regional and at an international level. We promote technology transfer by offering attractive services to South Tyrol's food industry:

- Events where knowledge is shared to give companies insights into trends and how to use new technologies
- Networking and collaboration opportunities to bring companies into contact with the right partners for innovative projects
- Consulting and support service for businesses requiring specialist guidance with their research and development projects

All the important players within South Tyrol's food sector are closely involved with the unit – from research institutes and experts to companies and startups as well as industry associations, consortia and educational institutes.

## NOI Kitchen Lab

### Vision

The vision of the NOI Techpark Kitchen Lab is to share knowledge about new food technology and the latest food processing methods, to provide startups and, in particular, small companies with an easily accessible and affordable space in which to develop prototypes and to create a location where people can come together and network in order to discuss food innovations. Thanks to its low barriers to entry, its ability to benefit companies quickly and topics that are easy to disseminate, the lab is a gateway to the world of researching food technologies at NOI Techpark – primarily for companies from South Tyrol, but also for schools and interested private individuals. Besides providing a suitable setting for product development work, it is also ideal for holding workshops, tastings and presentations, giving participants access to the latest processing technology.

Designed as a fab lab, it provides South Tyrol's food industry with a well-equipped prototype lab that expedites the transfer of technology between various players and brings SMEs and startups closer to the world of research. This precisely resembles the strategy adopted by NOI Techpark.

Users of the Kitchen Lab can create prototypes, manufacture test batches or prepare samples, make their research efforts more efficient and contribute to the development of new, innovative products. By supporting research and development activities, especially in SMEs, the lab helps make companies more competitive, in turn creating new skilled jobs.

### Structure

The Kitchen Lab is located on the second floor of the BZ1 factory building within NOI Techpark (Alessandro-Volta-Straße/Via Alessandro Volta 13/A, 39100 Bozen/Bolzano, South Tyrol). The room is around 50 square metres in size and is only accessible using an NFC key card. The lab has been designated for use and approved as a “kitchen laboratory”. In the kitchen area, users can apply the following well-established, traditional cooking techniques: boiling, baking, steaming, flash freezing, dehydrating, grinding, mixing, stirring, kneading, vacuum packing, sous-vide cooking, juicing, microwaving, fermenting and many more. A whole host of equipment, including an autoclave, a 3D food printer, a vacuum mixer and a smoking chamber, is also available to help users to develop innovative products.

There are toilet facilities close by, which are reserved exclusively for users of the Kitchen Lab. Shelves are available for storing food and packaging materials brought into the lab. Drinking water is supplied through the public water supply network. Office and seminar rooms are located in the immediate vicinity of the lab, enabling workshops and tastings to be held on site.

### Target Group

#### Startups and innovators

During the early product and company development stages in particular, it is very important to have straightforward, rapid and inexpensive access to modern prototyping facilities in order to try out lots of product versions in a short space of time. This enables errors and problems to be detected early so that expensive adjustments can be avoided as much as possible, which is especially crucial for startups.

#### Companies and artisans

The Kitchen Lab allows members of this target group to familiarise themselves with different processing technologies in practice so that they can evaluate whether to use them in their own businesses. On request, they can be provided with

support to develop prototypes, helping them to reach a conclusion quickly and efficiently. This could prove beneficial to members of the agricultural industry looking to refine their farms' products, for example. Companies with an interest in research can also use the test kitchen to organise product tastings or presentations or to think "outside the box" by experimenting with hired equipment or equipment brought into the lab.

### **Research institutes and researchers at NOI Techpark**

The Kitchen Lab provides researchers working at NOI Techpark and other research institutes with an ideal, hassle-free environment in which to prepare for their research activities and to meet with other industry stakeholders.

### **Private individuals and students**

As an "idea space", the Kitchen Lab is also open to private individuals and students, who can visit the lab to work on studies or to extend their food processing knowledge and skills.

### **Teachers and school pupils**

Although the Kitchen Lab focuses on commercial users, it has also set itself the objective of educating the public and, above all, young people about technological and scientific topics affecting the food sector. This is why the test kitchen is also open to teachers and school pupils, particularly for teacher training and awareness-raising events.

## **Possible uses**

Experimenting with, developing and producing food products. Working alone or with experts? Learning or teaching? Tasting products or presenting your own innovations? There are virtually no limits to how the Kitchen Lab can be used.

One of the features that makes our test kitchen stand out is that it can be approved as a processing area for foodstuffs. Provided that you can demonstrate that you have the required professional qualifications and meet all the conditions, you can produce a small batch of products here to test on the market.

A unique additional service provided by the Kitchen Lab is our pool of experts who are on hand to support and advise you every step of the way as you develop your products. In addition to assisting you to book the appropriate service package, we can also help you to gain access to funding opportunities.

### Experimenting

Use the Kitchen Lab as a creative workshop and take part in a brainstorming session with a wooden spoon and frying pan in hand! During the early product and company development stages in particular, it is important to have rapid and inexpensive access to modern prototyping facilities. This enables you to try out lots of product versions in a short space of time and, as a result, you can avoid making expensive mistakes. The Kitchen Lab provides the ideal conditions for this. For a minimal outlay, you can experiment with different processing methods on your own or with the support of experts and try out product ideas in practice. You can access the lab as you wish with your key card and use all the equipment independently with the help of our tablet.

### Developing

Use the Kitchen Lab to transform innovative ideas into marketable products or existing products into bestsellers! The technological equipment found in our test kitchen can be supplemented with your own or hired equipment, allowing you to turn the facilities into your own customised development lab. If required, you can choose from a large pool of experts who can support you as you manufacture your product innovations – by optimising recipes, processing methods or packaging. In our lab, you can improve your processes, compare processing options and packaging solutions, test ways of increasing

your product's shelf life or try out any other method that could make your product marketable or increase its chances of success.

### Producing

If you are a producer with the qualifications needed to put food products into circulation, the Kitchen Lab has the potential to be more than just a test kitchen. You can register the NOI Techpark lab as a processing area and use it to produce foodstuffs for a test market. To do this, you need approval from the competent agencies and authorities. This requires you to notify them of your activities by completing a "DIA" registration on South Tyrol's SUAP platform (a central registration service for commercial activities) and to compile all the documentation needed by law. You are fully responsible for the safety of the foodstuffs you produce. The Tech Transfer Food Technologies team and our experts would, however, be happy to assist you with obtaining the necessary authorisations and with putting together the requested documentation and product information.

### Workshops

Do you want to find out more about innovative food production methods or share your skills with others? The Kitchen Lab is an ideal venue for knowledge transfer. Private individuals and companies alike can hire the workshop area (including presentation equipment) and the well-appointed cooking area to hold seminars or presentations. You can sound out market expectations by holding product tastings and obtaining feedback from potential customers. If you require specialists in a particular field to assist you with your events, we can pair you with members of our pool of experts. The Tech Transfer Food Technologies team also regularly organises advanced training on food innovation on behalf of its partners. The latest information on this can be found in our newsletter, which you can subscribe to here.

## **Conditions of use**

To ensure that food is handled safely and the Kitchen Lab can be operated efficiently, all users are required to observe the General Terms and Conditions.

Before using the test kitchen, approval must be obtained from the operator, Tech Transfer Food Technologies. This requires potential users to provide the operator with information about the activities they wish to perform in the lab. Tech Transfer Food Technologies can prohibit or cancel the use of the test kitchen at any time without the need to specify any reasons.

Before using the lab and its equipment for the first time, users must watch an introductory video, which provides information on the following topics:

- Food safety
- Occupational health and safety
- Equipment operation

Since each user will be responsible for operating the equipment themselves, all the required information has been made available on an online tool. A tablet on which this information can be viewed is provided free of charge in the lab but users can also access it using their own mobile devices, e.g. a smartphone. Before operating the equipment or groups of equipment, users must read all the instructions provided as well as all the information on occupational health and safety, food safety and cleaning. They must agree to this condition in writing in advance.

Regular training is also held to ensure safe use of the equipment. These training courses can be run for individuals or small groups.

## **Experimental product development, workshops, tastings**

Products developed in the Kitchen Lab can be produced and tasted for test purposes. Each production run is limited in terms of time and quantity and may include any foodstuff approved by the EU.

Users hire the test kitchen as private individuals. Products made for test purposes may only be consumed by people involved in the project. Users are not permitted to offer the products to third parties not participating in the project, even if they do so free of charge. Selling the products in any way is strictly prohibited. Users do not need to register on the SUAP platform to perform experimental product development activities.

## **Pilot production**

In some exceptional cases, registered food companies are permitted to place food products manufactured in the test kitchen on the market for test purposes. To do so, the following conditions must be met as a minimum:

- Before beginning work, the food company must register (DIA registration) on the SUAP platform. The registration will be valid for as long as the food-related activity (production, sale, dissemination, placing on the market) is being performed by the entrepreneur; after that, the entrepreneur is required to notify the authorities that the activity is complete. Depending on the type of pilot production, this process may be subject to change. The food company is therefore required to consult with the competent agencies and authorities as necessary.
- All food regulations must be observed (e.g. in relation to food composition, processing hygiene, food safety, labelling and traceability).
- All necessary documentation (e.g. HACCP concept with risk assessment) must be prepared and presented.
- The CCPs specified in the HACCP concept developed by the food company (transportation temperature of perishable goods, refrigeration temperature, cooking temperature, pasteurization, internal temperature, cooling, keeping food warm, polar compounds during frying etc.) must be monitored and recorded independently by the user during the performance of work in the test kitchen.
- Animal products produced in the test kitchen can only be sold from the company's own points of sale and must not be sold for resale purposes.
- The competent agencies or authorities must be contacted before the production of any food supplements, food for people following special diets, alcoholic drinks or vinegar.
- All the products produced must constitute food within the meaning of Article 2 of Regulation (EC) No 178/2002.
- The food company is fully responsible for the safety of the foodstuffs it produces.

## Additional services

### Kitchen Lab services

Regardless of whether you are planning to hire the lab to experiment with, develop or produce food products or to hold workshops or tastings, you can use all the facilities for at least one day.

You may also choose from a whole series of additional services which are specially tailored to the needs of food processing companies. These services can also be booked as part of a package. This not only makes billing easier but also enables users to make use of public funding. We would be happy to put together a bespoke package for you and to advise you on the support available for food producers, which is unique in Europe.

### Expert support

Take your business to the next level in the Kitchen Lab and benefit from our experts' specialist knowledge and practical skills. We can find the right expert to assist you regardless of your current stage of development. Help is on hand whether you are conducting initial brainstorming sessions or perfecting your recipe or whether you need guidance on processing methods, labelling or on how to create a process-based HACCP concept for your production run. Our specialists work closely with you in the Kitchen Lab to support you to develop a marketable product or to provide the required level of expertise during workshops or seminars. This offer is the only one of its kind in Europe and is made even more attractive by the funding options available.

Would you like to find out more about our pool of experts? Contact us today!

### Equipment hire

The standard equipment found in the Kitchen Lab is sufficient for performing all traditional processing methods. See our equipment page for information about all the equipment made available free of charge as part of the lab hire agreement. If, however, the facilities on offer do not cover your particular needs, you are welcome to bring in all the equipment you require. Alternatively, we would be happy to hire equipment on your behalf and can advise you on the attractive funding options available for this. With two industrial power outlets, two 220 V power outlets, a water supply line and a drain for wastewater, we have the facilities needed to accommodate many additional appliances used in the food sector. Appliances can be easily connected to the power supply directly on the workbenches using the plug sockets suspended from the ceiling.

### Analysis and hosting

While working in the Kitchen Lab, you might need access to information such as the pH level, aw level or sugar content of your product so that you can reach a decision about what steps to take next. If this is the case, you can test these parameters using the measuring and analytical instruments that we can make available to you following a brief induction. If you need analyses and reports from an accredited specialist laboratory, we would gladly support you to find a suitable lab.

Does your product need to be left in the lab for a prolonged period of time, e.g. to ferment or dry out? Or do you want to investigate its properties following a shelf-life test? If so, we would be happy to oversee this process for you by "hosting" your product for a service fee – so that you do not have to hire the lab for several days in a row.

### Consumer tests

Will your product innovation, revised recipe or new packaging be accepted on the market? These crucial questions can be answered by performing sensory consumer tests using the hedonic scale. The test methods that we offer in partnership with the market research institute apollis cover the largely unconscious, emotional responses and evaluation mechanisms of consumers. This enables you to draw conclusions on the acceptance of certain food products and packaging types by

consumers as well as to compare products and collect data on consumer preferences. We can offer you services tailored to your company's size and requirements as well as advice on the funding available for consumer tests.

### Advice on funding

The use of the Kitchen Lab to develop innovative food products can be funded in accordance with Provincial Law 14/2006 of the Autonomous Province of Bozen/Bolzano. Funding applications must be submitted to the Innovation Agency (Amt für Innovation) and can include funding for room hire as well as the costs of consulting experts and advisers, hiring equipment and using other services. We would be happy to assist you with putting together your own bespoke package and with preparing your funding application.

### **Services provided by the NOI AG**

To expand the offer, NOI AG also offers the following services:

- Labs:
  - Research Lab Desk
  - Maker Space
  - Rapid Prototyping Service
  - Kitchen Lab
  - Free Software Lab
  - Labs-Bonus
- Tech Transfer
  - Networking & Cooperation
  - R&D-Consultancy
  - Know-How Transfer Events
- Area&Spaces
  - Areas for rent (office, laboratory, pilot tests)
  - Areas for development
  - Seminar Area
- Innovation Management
  - Future Lab
  - Rapid Innovation
  - Corporate Start-up Matching
  - Access to funding
  - Student Camps
- Start-up Incubator
  - Pre-Incubation Program
  - Pre-Incubation Grant
  - Start-up Incubator
  - Boot-up Program
  - Scale-up Program

## Booking process

The following process must be followed to book and use the Kitchen Lab:

### 1. ENQUIRY

- Simply fill in our contact form, stating the following:
  - How many people wish to use the lab
  - Why you want to use the lab
  - What raw ingredients you wish to process
  - Which specialist pieces of equipment you wish to use
  - Which Kitchen Lab services you are interested in
  - Your preferred date and an alternative

### 2. REVIEW

- We will review your enquiry and contact you if we have any questions.

### 3. OFFER

- Once all the details have been clarified, we will either immediately arrange a date with you or – depending on your intentions and requirements – set about searching for a suitable expert or hire equipment etc.
- We will then issue you with an initial no-obligation quotation for your desired package, comprising the basic room hire fee and any Kitchen Lab services. We will also invite you to a briefing, during which you can visit the lab.
- If the costs of your chosen package amount to 1,000.00 euros or more, we can support you – under certain conditions – to put together a funding application.

### 4. USE

- On your agreed date of use, we will meet you at the NOI Techpark reception. All you need are your food items, non-slip shoes and clean, suitable work clothes.
- We will then briefly run through your project once more, instruct you on the safety rules applicable in the Kitchen Lab and complete a few forms\* with you, before handing you your personalised user folder and key card.
- Then you're ready to get started! Pass through the hygiene lock and use the lab and Kitchen Lab services in accordance with our agreement and the General and Specific Lab and Usage Rules applicable in the Kitchen Lab and at NOI Techpark.

### 5. FINAL CLEANING

- At the end of the day, you are required to clean all the equipment you have used in line with the instructions provided in our operating manuals and to put the equipment back where you found it.
- Please leave all used chopping boards and knives on the workbench.
- Dispose of your waste and hygiene clothing in the bins provided and thoroughly clean the work surfaces.
- Consult the checklist in your user folder to ensure that you leave the lab as you would wish to find it.
- Then report to the laboratory team for the handover process and go through the checklist with them.
- If required, we would be happy to monitor processes or longer tests for you and to “host” your product for a few days.
- Finally, we will issue you with an invoice and – if you have access to any funding – will help you to correctly calculate your funding claim.

## 6. UPKEEP

- Once you have finished using the Kitchen Lab, we will arrange to have the lab and all the equipment thoroughly cleaned again and disinfected in accordance with our HACCP concept. We will also conduct the necessary hygiene inspections and will document and validate these measures.
- We service the equipment and infrastructure and revise our HACCP concept at regular intervals.

## **Operations staff and experts**

The Tech Transfer Food Technologies team, which works on behalf of the NOI management company, is the primary group of people responsible for ensuring that the Kitchen Lab operates safely and smoothly. The staff working in NOI Techpark's makerspace may be called on to assist with this. The operations staff take care of bookings, upkeep, user support, courses on the use of equipment, cleaning and the application of the HACCP concept.

A pool of experts in the various areas of the food industry provides professional advice to users and can assist them with the production of prototypes. External speakers can also be brought in to talk at events and safety and introductory courses.

## Partners

To ensure that the Kitchen Lab has close links with South Tyrol's SMEs, it partners with both industry associations and research institutes working in the food sector.

It cooperates closely with other similar structures, such as the Gusticus cookery school run by the South Tyrolean Hoteliers and Innkeepers Association (HGV) and the province's vocational colleges serving the agricultural and food service industries. The Kitchen Lab will also partner with the fab lab due to be set up at the BASIS coworking space in Schlanders/Silandro as well as with other institutes.

Planning is currently underway to set up an interesting exchange with South Tyrol's technical schools. Specialist technical secondary schools and vocational colleges in particular have lots of high-tech machinery and equipment that would be too specialised and large for the Kitchen Lab to accommodate. In the future, enquiries regarding such technology could be forwarded to schools and colleges and their equipment could be made available for use. The details are still being finalised.

Special requests that cannot be met using the technical equipment and expertise of the Kitchen Lab can be handled by the research partners working at NOI Techpark, above all the Free University of Bozen-Bolzano and the Laimburg Research Centre.

The Kitchen Lab works closely with the following partners:

- Free University of Bozen-Bolzano, Faculty of Science and Technology
- Laimburg Research Centre, Institute for Mountain Agriculture and Food Processing, Food Technology research area
- South Tyrolean Farmers' Association, Department for Innovation & Energy
- LVH.APA – Association of Tradespeople and Service Providers, Food Working Group
- HDS – South Tyrolean Trade and Service Association, Food Industry Specialist Group
- NOI Techpark, Makerspace

## Communication

Good visibility and an attractive range of services are essential to ensure that the Kitchen Lab remains sustainable in the long term. These factors are crucial for the test kitchen to secure a sufficiently large user base. The service is mainly advertised on the following channels:

**Web portal and online reservation system:** The Kitchen Lab has its own web portal ([www.kitchenlab.bz.it](http://www.kitchenlab.bz.it)), which predominantly serves as a platform for users to familiarise themselves with the equipment and to reserve the space. There are plans in place to set up separate Facebook and Instagram pages.

**Channels operated by NOI Techpark:** The lab features on the website of NOI Techpark and can make use of NOI Techpark's Facebook page on certain occasions, e.g. to announce events.

**Channels operated by Tech Transfer Food Technologies:** Tech Transfer Food Technologies advertises the Kitchen Lab within its networks as well as in its services brochures. It also promotes it as a venue for workshops, tastings and other events.

**Channels operated by industry associations:** The journals published by the associations reach several tens of thousands of readers in South Tyrol, including lots of small companies and artisan businesses, which form an important target group of the Kitchen Lab. The associations also have their own websites and social media pages.

## Prices

The lab usage costs are modular and comprise the basic room hire fee and the Kitchen Lab services.

The **basic room hire fee** (BASICS) is tiered depending on usage and the hire period and includes the following:

- The lab, which is cleaned in accordance with HACCP guidelines, and an induction
- A tablet on which you can read the equipment operating manuals
- Hygiene clothing and a user folder containing tips and checklists
- Basic food items and materials such as salt, oil, cling film and cleaning products

As far as the optional **Kitchen Lab services** (SERVICES) are concerned, we always issue you with a personalised quote based on your enquiry.

Regular customers with a partner card benefit from attractive prices for using the lab multiple times. We also organise workshops and events for these customers.

If your package is worth 1,000.00 euros or more, we will advise you on funding options and can help you to apply for financial support.

## Sources of income

The Kitchen Lab has several sources of income. Revenue primarily comes from the room hire fees and partner package fees. When setting the various prices, comparable facilities in Northern Italy, Austria and Bavaria were taken as a guide.

The Kitchen Lab has the following specific sources of income:

- The basic fee or room hire fee, which is a nominal charge covering the insurance, cleaning and other costs incurred for most users.
- Safety briefings and aptitude courses, which are subject to a fee above a certain level.
- Hire charges for certain transportable equipment
- Participation fees for events and workshops
- Fees charged for the Kitchen Lab services

On top of this are sponsorship activities carried out by industry associations or other partners. These may take the form of financial, personnel or material support, e.g. the secondment of a staff member or the sponsoring of a piece of equipment. The difference between the income and expenditure, which mainly results from staff and rental costs, as well as a budget calculated for the operation of the Kitchen Lab, is borne by Tech Transfer Food Technologies since the lab's activities form part of the business and ecosystem strategy.

To simplify the billing process, customers can purchase different service packages, e.g. a one-day package which, in addition to the basic fee, includes a few services, such as consultations. In accordance with Provincial Law 14/2006, funding is available for small and medium-sized enterprises wishing to purchase such service packages. The structure and prices of these packages will be worked out in more detail as the project progresses. However, an approximate price has already been proposed based on the corporate packages available at the makerspace in Munich.

The income can be estimated by assuming an average amount of revenue per user and month and allowing for slight growth over the years. In addition, the calculation is based on the assumption that regular paid-for events, courses and workshops will be held and additional services will be routinely purchased.

## Expenditure

The majority of the ongoing expenses are staff costs and the cost of renting the premises at NOI Techpark (including ancillary costs and insurance). On top of this are software license fees and the cost of operating the web portal and database.

Additional ongoing costs are incurred through the following:

- Special cleaning work
- Equipping the hygiene lock
- Cleaning products and disinfectants
- HACCP monitoring and validation
- Basic food supplies
- Maintaining and cleaning the equipment

The materials needed to produce prototypes are generally provided by the users and are only purchased by the Kitchen Lab and subsequently charged to the users in a few exceptional cases.

These special materials, general consumables needed in the lab, spare parts, wearing parts and the costs of maintaining, modernising and replacing equipment and machinery are taken into account in the business plan.

## Food safety concept

The individual users are responsible for the safety of the food products made in the Kitchen Lab. As the operator of the lab, the Tech Transfer Food Technologies team cannot assume any liability for this. Nevertheless, the team performs important supporting activities to help ensure that the food produced is safe. First and foremost, it implements a general HACCP concept for the various ways in which the lab is used and all the associated activities and approved product categories. This HACCP concept provides a set of guidelines for observing food safety requirements and includes a tailored self-assessment plan, which is based on Regulation 2004/852/EC. In addition to this, each lab user is obliged to independently draw up and implement their own HACCP plan related to their processes.

The general hygiene concept developed by NOI Tech Transfer Food Technologies covers the performance and monitoring of general cleaning and hygiene measures, the setting up of a hygiene lock at the entrance to the kitchen laboratory, fundamental hygiene training for users and the provision of information materials about food safety and the use and cleaning of the lab and equipment. The Tech Transfer Food Technologies team coordinates, monitors and validates the measures taken to clean and maintain the lab and its infrastructure and equipment.

In particular, the general HACCP concept states that the following conditions must be in place to ensure that the work performed in the lab is safe and hygienic:

- Avoidance of microbiological contamination
- To ensure that the lab can be cleaned properly, sufficient time must be left between different users entering the lab and different product categories being processed
- Separate refrigerators for processed and unprocessed goods
- Ability to clean walls up to a height of 2.5 metres
- Enclosed cleaning cupboard for storing cleaning equipment and cleaning products
- Implementation of pest monitoring by an external service provider
- Mandatory use of hygiene lock when entering the lab and performance of a hygiene procedure following specific steps using the checklist and tutorial video provided
- Automatic recording and monitoring of the temperatures of all refrigerators and freezers
- Cleaning concept including basic final cleaning by the user and a standardised and professional cleaning procedure performed by an external service provider at predetermined intervals
- Periodic validation of the cleaning activities by taking surface contact tests
- Toilet facilities reserved exclusively for users of the lab and located directly opposite the lab
- Ability to monitor who accesses the lab thanks to users only being able to enter it using an NFC smart card
- Display of safety notices and notice boards containing information about emergency telephone numbers, the emergency exit, lab rules etc.
- Windows that cannot be opened
- Controlled ventilation system and guarantee that the air is exchanged twice per hour