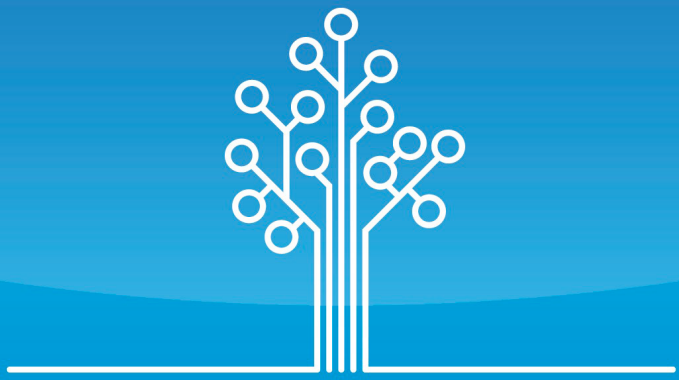


BORDWIIS+

Boosting Regional Development with ICT-Innovation-Strategies

Collaborative Models

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

European Union
European Regional Development Fund

Table of Contents

Introduction

Collaborative models concept: Sharing risks and rewards while innovating.

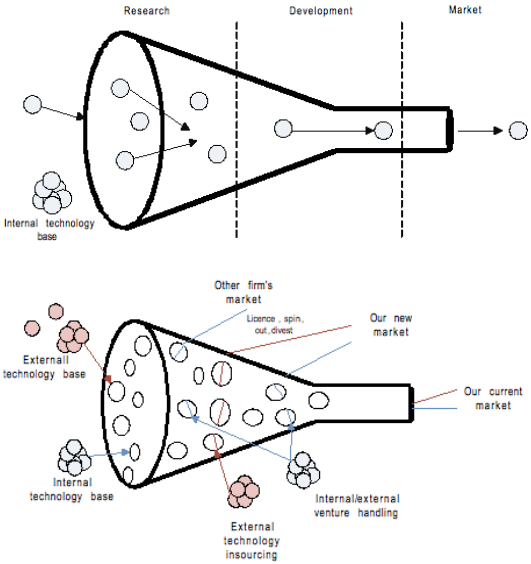
The concept of collaborative models is strongly linked to Open innovation. It is the way in which innovation is implemented in terms of new forms of innovation and value creation. This paradigm can be identified in some companies concerning their research or other Open Innovation.

Concept

"Is a new paradigm that assumes that firms can and should use external ideas as well as internal ideas and internal and external path to markets, as the firms look to advance their technology. (Henry Chesbrough).

It is the practice of looking beyond the company itself, look to suppliers, universities, producers of complementary products and services of other companies in order to identify and to exploit new opportunities for innovation.

Traditionally, innovation has been conceived as a funnel where ideas were introduced, processed and filtered. The result was innovation that was introduced to the market. This process was carried out within companies



by internal experts.

Open innovation proposes a new way of collaboration, so the traditional funnel becomes a porous funnel. This funnel allows input and output of ideas, not only from business partners, but also from/to competing companies, manufacturers, universities, technology centers and, even, consumers.

WHY?

• With globalization, companies have to compete beyond their own frontiers. Access to markets is as easy for local companies as it is for foreign ones. Under these conditions, the new model of open and collaborative innovation is gaining a huge attraction. Companies are

aware of the existence of external knowledge and resources that could be applied to improve their businesses. Collaboration is necessary between Technical Centers, universities, users, workers and even competitors in order to maintain the competitive advantage.

• Fast development of technology forces innovation inside companies in order to remain competitive.

• The users are not simply product consumers. In the past, they had a passive behavior with respect the product. Now, their conduct is much more proactive, even playing the role of producers. Innovation is not limited to the industry. Innovation is a tool to improve public services by governments around the world and a useful way to approach and to respond to requests from citizens.

• With challenges such as ageing population, strong global competition and high unemployment rate, economic growth and new workplaces in Europe must come from innovative products, services and business models. Therefore Innovation has been situated in the Europe 2020 strategy heart. The Initiative "Union for innovation" does not specify the concept Open Innovation, but some of European priorities are referred to the fields within this kind of innovation:

- To invest in education, R&D, innovation and ICT.
- To collaborate in order to meet social challenges.
- To improve the access of SMEs to the single market and to promote entrepreneurship.
- To improve the framework conditions about financing, intellectual property and European standards.
- To consolidate a clever fiscal system, without financial and fiscal pressures in order to avoid the reversals in R&D and in innovation.

Advantages:

- To enhance the know-how.
- To maximize new ideas and diverse opinions of the other companies.
- To get adjacent elements to key skills.
- To facilitate the access to recognized experts, entrepreneurs and worldwide networks.
- To assist the search for complementary solutions to the own developments.
- To accelerate development cycles according to the demands of shareholders (Shareholders).
- To promote the management of increased complexity in many fields of innovation.
- To provide access to public funding and to influence policy strategies.
- To meet the requirements of the market, for example to open standards.
- Can be used as an instrument of branding and marketing, for example, to quickly create a wide market demand.
- To improve position as a preferred partner in the industry.
- To enable sharing development costs and risk.
- To involve all stakeholders (regulatory

authorities, institutions, partners, etc.).

- Can be used as a source of new contracts.
- To strengthen internal learning.
- To facilitate easier access and strengthen synergies in clusters or regional communities.

Disadvantages:

- The culture of the organization is not ready to change its current "superior" status and external influence becomes necessary to "fight it out".
- Problems with different interfaces between units, geographical distribution, etc. adding more complexity to interact within organization.
- Lack of internal resources to meet external opportunities optimally.
- It is difficult to measure the immediate benefits of open innovation. Typically, the benefits of cooperation are visible in the longer term.
- Difficulties in defining the problems or specific needs. Organization may find it difficult to define common vision of its needs.
- It can reduce the number of potential partners or start-ups with whom to collaborate.
- Issues with patents and intellectual property.

Open innovation scenarios

- Intra-organizational Open Innovation: The innovation process is opened into the organization and offers the possibility of participation to all workers. Different mechanisms are available: suggestion box, repository of ideas, ideas competition, vertical and horizontal communications systems…
- Inter-organizational Open Innovation: This is an opening for the collaboration of external agents such as suppliers, partners, universities, technology centers and even competitors. The use of external partners can create business models with minor R&D budgets, a larger number of innovation results and open new markets.

References:

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http://www.euris-programme.eu/en/news-and-events/news/embracing-open-innovation-europe-guide-available

Henry Chesbrough. Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era. Jossey-Bass, January 2011. [Amazon, Barnes & Noble]

Introduction

Good Practice definition (Programme Manual).

In the context of the INTERREG IVC programme, a good practice is defined as an initiative (e.g. methodologies, projects, processes and techniques) undertaken in one of the programme's thematic priorities which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.

Summary

The "Collaborative model" concept is linked to the "Open Innovation" concept: networking and cooperation as a basic prerequisite needed to achieve successful innovation.

In the framework of the Bordwiis project, examples of "Collaborative model" (CM) have to be understood as examples of "new forms of collaboration" during the innovation process.

The "Collaborative model" concept is linked to the "Open Innovation" concept: networking and cooperation as a basic prerequisite needed to achieve successful innovation.

In the framework of the Bordwiis project, examples of "Collaborative model" (CM) have to be understood as examples of "new forms of collaboration" during the innovation process.

The brought examples of CM can be projects, methodologies, processes and so on and so forth. They should be (potentially) transferable to other regions not as a "whole", but in terms of "new ways of thinking/doing".

For each CM listed below we have tried to answer to the questions:

Why? – as in why this collaborative model is relevant to "donor" region and why it could work in other regions.

What? – as in what does the CM do and/or what does it provide for its beneficiaries.

How? – as in how was the CM established in "donor" region and also how was it financed.

Furthermore in "results" section we describe proof of concept of CM and how it has improved daily life of cooperating parties. Also we have given an assessment about the transferability level of the CM to other regions: low, medium or high. With low level requiring major investments or large cooperation networks to implement respective CM in other regions and high transferability level meaning that no extraordinary effort are required to transfer respective CM to other region.

Finally contact information is provided with whom to get in touch and collaborate if particular CM is of Your interest!

Exchange of experiences dedicated to the identification and analysis of good practices.

Asturias (SP): CTIC, IDEPA
Eesti (EE): Tartu Science Park
Közép-Magyarország (HU): IFKA
Lorraine (FR): RCofL and Inria
North Rhine-Westphalia (DE): University of Wuppertal
Öresund (SE): Lund University
South-East (RO): SE-RDA
Tuscany (IT): Region of Tuscany

Asturias (ES).

Title: Open Data Lab Gijón (ODLab)

Why?

To increase the transparency of the public administration and the accountability of governments improving the e-participation of the citizens, to create business opportunities for innovative services and products, to boost entrepreneurship an ODLab was developed. ODLab is a collaborative model in which governments, companies and citizens collaborate in the different roles of: open data generation, services development (to use this data) and data consumption. Any individual or (small) company with an innovative idea can quickly develop a new service that transforms the data into profit. Many of these services are mobile applications and intuitive web sites that allow citizens and companies to gain insight of the data.

What?

With the support of CTIC, the city council of Gijón released real-time location information of their public transportation system, and soon after, applications appeared for citizens to check routes and optimize their commuting using multiple devices (computers, Android-based phones, iPhone, etc.).

How?

ODLab was complete on October, 2012 using the aid granted from public administration and private companies which can quickly develop

innovative services targeted to the citizens.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Citizens:*** they make use of the innovative services built on top of the data, and their demand drives the release of new datasets.
- ***Government:*** they release datasets for public consumption.
- ***Private companies:*** they develop and exploit innovative services on top of the public datasets.

Results

An up-to-date listing of open data initiatives is maintained at http://datos.fundacionctic.org/sandbox/catalog/faceted/. The amount of data released to the public exceeds the billion of data items. Some applications have been independently developed by third-parties, and are exploited for profit. For instance, in the city of Gijón, a number of mobile-applications have appeared to inform the citizens about the real-time location of the public transportation. These services are typically distributed through application markets, and are available at a small cost, or even for free (sometimes with advertisements).

Transferability level of the CM to other regions

Transferability: medium

The model can be applied to any municipality, i.e., every city has its own problems, its own inhabitants who suffer from those problems and the administration who should take care of those problems. In this sense, the idea can be transferred to other regions seamless. The only hindrance of this project is that the gamification is backed up by a number of open datasets which include points of interest, monuments, hospitals, etc. It depends on the availability of these catalogs in other areas to make this solution applicable in the same terms of the original idea.

Contact

CTIC Centro Tecnológico.

http://www.fundacionctic.org/odlabgijon/

Title: Asturias Framework for Public Administration (OpenFWPA)

Why?

To avoid duplication and incompatibilities between systems and to decrease the complexity and expensive operations in the Public Administration due to the large number of servers and the large number of existing development environments, a platform for e-Government to the Government of the Principality of Asturias was developed. OpenFWPA is essentially a development framework for electronic administration and e-government systems based on the J2EE technology that allows facilitating the design, implementation, and maintenance of the applications. It consists of more than 100,000 code lines developed by the Principality of Asturias, with a stability and solidity which are indicators of the tens of production systems that work on it.

What?

Currently all the systems developed for the administration of the Principality of Asturias are developed using this technology, and many applications have been deployed and are being used by the citizens and the businesses. This technology has made possible the creation of information systems for public employees and the collaboration with other Administrations and electronic services for citizens through the corporate web portal.

How?

OpenFWPA was complete on October, 2012 using the aid granted from public administration.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Government:*** promoter and funder of the initiative.
- ***Private companies:*** implementing the initiative.
- ***Technology Center:*** "Regional Administration- Business sector" interface.
  - Provide training to businesses.
  - Assesment of status, risks and opportunities.
  - Establish relationships with public and private (Morphesu Project, OSOR.eu, etc…).
  - Select license, logo, communication, etc…
  - Edit software for ease of use and installation in a non-corporate environment.
  - Documentation.
  - Creation of the site http://www.asturias.es/openFWPA.
  - Release open FWPA.
- ***Citizens:*** main beneficiaries of the initiative.

Results

Commitment of the public administrations; legal framework; high number of potential

users of the services; commitment of private regional enterprises; software developed reusable for other public administration; leadership in e-Government rankings over other regional administrations; continued funding for the total development of the initiative.

Transferability level of the CM to other regions

Transferability: medium

Although several agents are required to transfer the model and ensure its success (Cooperation organizations that welcome and support the initiative, Government involvement, local technology companies, HR receiver territory…), the collaborative model proposed offers advantages like the improved electronic transparency of governments with citizens, and the generation a sector of technological services to management, HR training opportunity and a social and economic development.

Contact

Gobierno del Principado de Asturias.

http://www.asturias.es/portal/site/OpenFWPA/

Eesti (EE).
Title: Smart City Lab (SCL)

Why?

The Smart City Lab cluster is designed to create an innovative environment in Tartu which will boost the competitive ability of companies by bringing together businesses, citizens, public authorities, R&D institutes and structures that support innovation. It is a collaboration platform in the form of a Living Lab for Tartu City, Tartu University and companies for development of new smart mobile and web solutions for urban life including:

- Intelligent transport.
- Urban infrastructure and networks.
- Tourism and leisure services.
- Participative and efficient governance services.

What?

Smart City Lab, which is acting as a Living Lab, is a development and testing platform which would allow planning, implementing and evaluating of different product development projects with strong focus on user tests. Mapping and analysis of the public services and business processes in local government sphere, development activities in the field of contemporary technical networks and infrastructure, intelligent transport solutions, digital TV solutions, e- and m-services related to tourism and urban life, marketing events and study visits are currently implemented by Smart City Lab.

How?

SCL was complete on January, 2013. Currently it is supported by Estonian public sector funding for developing the testing platform and other relevant services and user tests on fee basis to both private companies and public sector organisations.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- Tartu City Government, Tartu University, Tartu Science Park, Software Technologies and Applications Competence Center.
- Private IT companies: AlphaGIS, Microsoft, Mobi Solutions, Nutiteq, Positium, Quretec, Regio, Elion.
- Estonian Mobile Telephone as well as infrastructure development companies such as Tartu Veevärk and SEBE.

Results

- Inflow of new and ideas and services to be developed and tested.
- Good quality of the testing platform.
- Uptake and taking into usage of the services tested by real users.

Transferability level of the CM to other regions

Transferability level of this collaboration model can be considered high as basically it is platform which does not require major investments but a good will of involved partners and clear vision about the objectives to be achieved and understanding of the necessary actions to make it happen.

Contact

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DC (Eesti)

Title: Tartu Demo Centre (DC)

Why?

There is a gap between idea/education phase and solution/practical business phase. Students lack practical experience and start-up's lack opportunities to develop extensively their products/services. Tartu Demo Centre is an ideal platform to find and showcase small innovative businesses. It helps to these companies to work with international networks and develop their export potential.

What?

DC provides free access for mobile and IT-developers to technology base which consists of several different screens, smart-phones, tablets and Kinect for developers. Tartu DC is able to help SMEs access international networks and develop their export potential. It introduces innovative technological solutions of SMEs to foreign and domestic delegations, public and private sector. Tartu DC also provides a meeting place for a community of IT-professionals - inviting university students and start-up or grown-up companies to joint events, seminars and trainings, involving them to testing activities and integrating new solutions. This will show to novices what development projects are all about and engage professionals to give their invaluable insight to the industry.

How?

DC was complete on February, 2013. DC is currently financed by Tartu Science Park. Part of the income stream comes from structural funds, part from local municipality (Tartu City Government) and part from TSP own revenue stream. In near future strategic development plan of DC foresees development of marketable services which could provide income stream necessary for covering basic costs and upgrading tech-base of DC.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Citizens:*** often they are consumers/final users of the innovative services developed in DC.
- ***Local municipalities:*** they benefit from public services developed in DC.
- ***Private companies:*** they are able to develop, test and showcase their services in DC.

Results

- Active interest and usage of DC by developers and SMEs.
- Continuous information flow from relevant stakeholders (ie updates, feedback, events etc).
- Active and effective marketing and promotion of DC, about its opportunities and services.

Transferability level of the CM to other regions

Transferability level of the CM is medium as it requires initial investment into hardware and

software. However the investment does not have to be major and it is entirely possible to start on a smaller scale applying lean start-up methodology. Main advantage is that model is replicable and could be effectively utilized in various areas (IT, creative industries, mechatronics etc.). Model has no significant disadvantages; most difficult could be finding and maintaining sustainable funding mechanisms.

Contact

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MMCluster (Közép-Magyarország)

Közép-Magyarország (HU)

Title: Mobility and Multimedia Cluster (MMCluster)

Why?

The Mobility and Multimedia Cluster has been established with a commonly shared vision of founders to inspire mobile technology and new media innovation and to support through innovation management, business planning and resource allocation the national and international market introduction and utilization of world-class developments of cluster members.

What?

As of today MMCluster has become one of the largest cooperation in Hungary, having a total of 69 members – among them large telecommunication and information technology companies, small- and medium-sized enterprises focused on info-communication innovation and universities maintaining research centres. The MMCluster is an open organization; new members can join through a multi-step process which reveals to innovation potential of the to-be member.

How?

DC was complete on April, 2012. Currently, there are around 30 projects active with a total budget of €30 million. The main technological focus of the cluster is around mobile technologies, multimedia content provision, applications for intelligent and safe traffic and ICT solutions for supporting daily activities. In response to European trends in innovation financing, MMC has launched a series of new services such as business planning for SMEs and preparation for venture capital investment. Similarly, in 2011 MMCluster has also introduced a new incubation and export programme.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model,

- *Organizations from Central-Hungary* representing specific set of skills, competences, expertise in the field of ICT. Quadruple helix partners are industrial actors (both multinational organizations and SMEs active in ICT and related sectors).
- *Local/regional/national public authorities*.
- *Universities and research centers.*
- *Other clusters*

Results

Mobility and Multimedia Cluster is primarily bringing together 'best in class' quadruple-helix partners from the Central-Hungary Region, more specifically from the City of Budapest. All involved actors are dealing with high-quality IT developments at different level. Main focus areas and consequently success factors include close cooperation among cluster members, well-qualified and experienced cluster management organization and cross-cutting research fields (sensor solution embedded, contact-free payment solution, streaming-like

mobile-multimedia service, next generation cloud-computing platform, intelligent mobile applications, 3D media interfaces and content provisioning solutions) jointly.

Transferability level of the CM to other regions

Transferability: medium

Clustering offers a wide range of advantages closely linked to geographical proximity and access to resources, and innovation synergies. Clustering in the field of ICT holds economic benefits such as lower RDI costs, access to IT skills and competences, availability of infrastructure and marketing channels. Transferability is relatively easy if other regions carefully study the accreditation scoreboard and set up excellent cluster management independent from cluster organizations. Disadvantages of clustering are basically centered around getting attached to cluster members through 'cooptation' (by means of cooperation and competition) in many fields of activities.

Contact

Mobility and Multimedia Cluster

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http://www.mmklaszter.com/

FlexilabLL (Közép-Magyarország)

Title: Innovative Learning Solutions Living Laboratory (FlexilabLL)

Why?

Flexilab LivingLab has been established to unlock the geographical distance among actors through the application of emerging information and communication technologies and devices. Therefore, Flexilab LivingLab has initiated a completely web-based online mutual learning and collaboration platform where actors can share ideas, software, open sources in an economically feasible way based on trust.

What?

Flexilab LL is a common platform for open innovation in the fields of innovative learning solutions. More specifically, it is an ontology based e-learning platform being built around the support of several learning/training type including formal, informal and non-formal learning. The Flexilab infrastructure consists of mainly computer architecture and the developers, users communication mainly goes through the web communication. Parts of the projects need face-to-face communication, too especially which address public administration. In general the Flexilab business model is built on the valorisation of services and it is expected that the members of the Flexilab make a margin on the top of the value added services.

How?

DC was complete on Nov, 2012. Flexilab is not an economic organizational entity. The organization is working most likely as the open source community members are legally bound by declaration regarding IPR and DRM. Some of the services provided free of charge, especially at the beginning. Flexilab mid-term strategy is to maintain a healthy portfolio of experimental, premature and 'go to life' solutions, applications, services. The properly balanced portfolio will yield margin enough to maintain the lab and being still attractive for the innovative but 'not-ready-to-market' solutions.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model.

Flexilab LL brings together academia, industrial actors (mainly SMEs), research institutions and partners from previous cooperation such as DIDAnetwork from Italy, Techin from Poland, The eLearning department of MTA SZTAKI (Computer and Automation Research Institute Hungarian Academic of Science) from Hungary, UvA (Amsterdam Business School, University of Amsterdam) from Netherlands.

Results

- Open innovation.
- Innovative learning process.
- Quadruple-helix partnership.
- Virtual platform.

Transferability level of the CM to other regions

Transferability: low

The transferability of the Flexilab LL is primarily dependent on the creativity and trust among members. Members possess a long proven track record on cooperation and have worked together in previous projects under various programmes. The advantages of the living lab entail the relatively easy access to information and innovative ideas, however, without mutual trust and transparency IPR issues might arise. Essentially, the online collaboration platform supports economic agents to find the suitable partners and necessary knowledge regardless of sectors and industries, even beyond their own regions.

Contact

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Nonprofit Public Company Ltd.

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LSCLL (Lorraine)

Lorraine (FR).

Title: Lorraine Smart Cities Living Lab (LSCLL)

Why?

To enhance the citizen quality of life and support the local economic and urban development LSCLL has been developed. The main purpose of the Lorraine Smart Cities Living Lab is to establish a "user-driven" based development model to enhance the citizen quality of life and to support the local economic and urban development. The Lorraine Smart Cities Living Lab has three types of impact: industrial, urban and new ventures creation.

What?

LSCLL conducts several projects, using a platform of ICT tools (ex: ocular monitoring systems to observe the behaviour of users faced with new products) designed for observation and collaborative participation. Scenarios are generated with groups of individuals and tests are conducted first at reduced costs, by using simulation, then refinements are obtained by real scale tests, implying citizens in their environment.

Entrepreneurs can also benefit from "Project Labs" where they have the opportunity to present their project to a panel of end-users, researchers, companies and public authorities representatives.

How?

LSCLL was complete on Nov, 2012. The Lorraine Smart Cities Living Lab received financial help from different public administration levels (European,National and Regional) and private partners can supply financial resources to develop projects based on Living Lab model..

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***InoCité,*** is a resource center of the Université de Lorraine, which purpose is to help the search and the development of.
- ***Promotech CEI*** is an European Community Business and innovative Centre (Ec-BIC). The main objective of Promotech CEI is to help entrepreneur to develop their business based on new type of venture organization/model integrating lead-users as part of the companies.
- ***ERPI,*** is a research team on innovative processes. ERPI develops tools and methodologies to support a Living Lab approach.

Results

- New collaborative methodologies for urban project;
- New protocol for mobile devices;
- Diagnostic of potential use for sustainable neighbourhood;
- Improvement of "democratic tools" (eg: citizen panel);
- Collaborative space for citizens and

governments;
- New business opportunities;
- Scientific publications.

Transferability level of the CM to other regions

High.

Transferring the LSCLL example to other regions could also boost the emergence of interesting innovations, by exchanging best practices between regions but the skills developed in the ERPI lab are quite specific, and have probably no equivalent in all the EU regions, so one can think that this could be a problem for transferability of the LSCLL model. But in fact, nothing prevents a region to apply to local people the tools and methods developed and validated elsewhere.

Contact

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http://www.openlivinglabs.eu/livinglab/lorraine-smart-cities-living-lab

LORDFOLIO (Lorraine)

Title: Digital skills portfolio in Lorraine (LORDFOLIO)

Why?

For the Regional Council of Lorraine, the professional careers security of Lorraine inhabitants is one of the major issues of professional training policy, which is one of their legal competencies. It is to meet this challenge that the Regional Council provides a digital skills portfolio to the benefit of Lorraine inhabitants: Lordfolio.

It is a digital skills portfolio aiming to accompany the professional lives of Lorraine inhabitants. Each user has a secure space online where he can gather all the documents attesting to his skills acquired by training or experience

What?

This innovative tool will allow people who want to keep track of experiences, to develop the skills and project themselves in a process of acquisition of new skills. It is the common thread of support for training courses and the support that the Regional Council of Lorraine wishes to bring to each people in Lorraine in the framework of a labour market increasingly selective. This digital portfolio of skills is destined to accompany the Lorraine region inhabitants in their professional lives. Each user has a secure space online where he can harvest all the documents related to his experience or his training. Then he can use this tool to value his assets and build new professional projects.

How?

Digital skills portfolio in Lorraine was complete on Nov, 2012. It received financial help from Region Lorraine, ERDF.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Citizens***: Job seekers, employees, students or any people who would follow a professional training.
- ***Public authorities:*** the Regional Council of Lorraine supports the project and the agency Inffolor. French State also.
- ***Private companies:*** They are directly beneficiaries because they can consult all the files uploaded and filled out online.
- ***S&T Actors:*** LISEC lab is thinly associated to the project (design phase and current phase).

Results

- New software.
- 4242 people who subscribed to the service in order to create a personal file.
- Transferability level of the CM to other regions
- Easy, but its necessary evaluate the costs of implementation.

Contact

Joseph BRUNO
Regional Council of Lorraine

Joseph.Bruno@lorraine.eu

http://www.lorraine.eu

Title: Shared Medical Digital File in Lorraine (e-Icalor)

Why?

e-Icalor emerges from a pressing need to decrease hospitalizations and cardiovascular deaths. IT's a digital file aims to follow the medical life of the patient more particularly regarding the cardiovascular diseases. Each patient who subscribed to this service benefits of a personal medical help which is particularly relevant. Each doctor, nurse or medical agent fills out the digital file which can be consulted by the patient himself but also by each certified people. Region Lorraine supports and participates to the project.

What?

As any network, it needed to strengthen communication between liberals and hospitals. Therefore, it was developed a monitoring workbook and its electronic medical version of sharing and secure file. The shared folder is available via browser. It includes:

- The original file of the patient (medical and surgical history, type of heart disease, triggers, etc...)
- Medical file updated during a visit to the doctor and / or cardiologist, or due to home visits by practice nurses (clinical and biological examinations, treatment and patient education).

Its main advantage lies in its system of automated alerts on clinical and biological data (weight, blood pressure, edema, INR, etc) based on predefined indicators: it then allows the early detection of signs of descompensation of the patient following nursing visits. Integrated messaging allows the nurse liberal inform the treating physician and / or cardiologist patient. It also provides a management interface actions triggered by these alerts, as well as any event occurring in the patient record.

How?

Digital skills portfolio in Lorraine was complete on Nov, 2012. It received financial help from Region Lorraine, Health Regional Agency.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Citizens:*** Patients with heart failures.
- Public authorities: the Regional Council of Lorraine, Health Regional Agency...
- ***Private companies:*** Diatelic
- ***S&T Actors:*** ICALOR is hosted at the Hospital University Center of Nancy (CHU).

Results

- Decrease of hospitalisation due to a better monitoring of the patients.
- Decrease of number of deaths by heart failure in Lorraine

Transferability level of the CM to other regions

Easy. The main difficulty can be the adhesion of each actor to the project.

e-Icalor (Lorraine)

Contact

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ICALOR

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http://www.icalor.fr/

Title: Robotic Surgery Diploma

Why?

At Nancy, the Surgery School proposes an Interuniversity Diploma of Robotic Surgery. It aims to bring a theoretical and practical training in different surgical specialties (urological, gastrointestinal, cardiovascular, pediatrics surgery, etc.) to increase the quality of surgical interventions.

After the training phase, the students will be ready to begin clinical activity and, in collaboration with the company Intuitive Surgical, they can continue to benefit from expert advice in their specialty to help to complete their first case of robotic surgery.

What?

Interuniversity Diploma of Robotic Surgery aims to bring: a theoretical and practical training in different surgical specialties (urological, gastrointestinal, gynaecological, cardiovascular, ENT, paediatrics surgery, etc.) but also to operating theatre nurses and engineers and biomedical technicians. The education program has been designed with a modal progress step by step in order to acquire the necessary skills to use the Da Vinci surgical robot:

An initiation phase with theoretical bases of robotic surgery, microsurgery workshops and intensive training on simulators dV-Trainer at the surgery School of Nancy.

A development phase with ex situ and in vivo surgical practice with Da Vinci S robot, with the support of the company Intuitive Surgical at the Surgery school of Nancy.

Specialty phase with watching of pre-recorded and live surgical videos and a meeting with the surgical specialty experts in partner universities.

Specific courses are proposed to IBODES & engineers.

How?

Digital skills portfolio in Lorraine was complete on Nov, 2012. It received financial help from Region Lorraine and Inventive society and University of Lorraine (via Surgery School).

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Citizens:*** the patients benefit from the progress in robotic surgery
- ***Public authorities***: the Regional Council of Lorraine supported the implementation of the training.
- ***Private companies:*** Inventive Society is directly involved in this project .
- ***S&T Actors:*** Surgery School of Nancy proposes trainings, research activities, transfer of relevant and current knowledge in the field of surgery research. Furthermore, training alternates with sessions of distance education with the partner universities (Claude Bernard University Lyon 1, University of Nice-Sophia-Antipolis, Homburg - Saarland University)

Robotic Surgery Diploma (Lorraine)

Results

- Development of a specific technology: Davinci S robot.
- 169 trained people by category: (122 surgeons, 37 nurses, 10 engineers).

Transferability level of the CM to other regions

Medium. It depends of the capacity of each region to implement such a training.

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North Rhine-Westphalia (DE).

Title: Pilot Project City2020 (City2020)

Why?

To overcome infrastructural barriers concerning powerful internet connection in small urban areas, collaboration between the "right" actors in a project dedicated to broadband expansion is initiated. City2020 is a fibreglass project that was launched in 2008. The residents of the embedded project cities Lünen, Kamen and Hamm profit by the collaboration of the city councils, the municipal energy suppliers and the telecommunications service providers. The project areas are supplied with high-speed Internet connection up to 100 Mbit per second so that local residents and entrepreneurs can get access to services like high-speed Internet, digital tv and video on demand.

What?

City2020 is a fibreglass project that was launched in 2008. The residents of the embedded project cities Lünen, Kamen and Hamm profit by the collaboration of the city councils, the municipal energy suppliers and the telecommunications service providers. The project areas are supplied with high-speed Internet connection up to 100 Mbit per second so that local residents and entrepreneurs can get access to services like high-speed Internet, digital tv and video on demand. To promote the broadband infrastructure in the different project areas, every city built an own collaborative business combination and focused on their individual goals. In the City2020-Collaborations the fibreglass cables are generally implemented bellow the pavement of the cities. From there the cables pass through a hole in the wall into the houses.

How?

City2020 was complete on July, 2012. The project was financed by the involved stakeholders and supported the special regional needs.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Cities:*** The involved cities support the work on civil engineering in their municipality. They were planning and supporting all administrative matters.
- ***Energy suppliers:*** The municipal energy suppliers execute construction and installation work.
- ***Telecommunication service provider:*** The telecommunication service provider HeLi NET uses the fiberglass infrastructure to offer local telecommunication services.
- ***Benefits for the citizens:*** Lünen as a former mining town is familiar with rapid developments.

Results

The project City2020 has contributed the expansion of the broadband infrastructure in the district of Unna and Hamm in North Rhine-

Westphalia. The Telecommunication Service Provider HeLi NET profits by the experiences from the pilot project and takes advantage of its knowledge.

Transferability level of the CM to other regions

The transferability level of the project example City2020 is considered as medium in general and as high for regions with comparable framework conditions to North Rhine-Westphalia. It depends on the specific national/regional strategies for broadband expansion and on the responsibilities of actors within the appropriate regions. If there are no political restrictions, the collaborative model example from NRW is transferable easily.

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Öresund (SE).

Title: TESTBED Skåne

Why?

Sustainable Business Hub (SBH) is a regional network for the cleantech sector helping companies within environment and energy to increase their competitiveness and developing their businesses. The project TESTBED Skåne is part of a Swedish national strategy to explore innovation procurement strategies. Thus SBH uses procurements as the starting point for supporting new innovations and technologies by bringing together public institutions and companies.

What?

In specific SBH's role is to seek out different public institutions, clarify their needs and challenges and then match them with relevant companies at the events. For each event the potential for collaborations are dependent on the solution seekers and the suppliers understanding each other needs and offerings. Each company gets 5 min for pitching and 2 min. are reserved for questions from the panel of public buyers. One of the main challenges of this practice is the question of procurement since SBH only participates in part of the process and is not involved in formulating procurements or deals with how to effienciently boost innovation by using procurement compared to using procurement to find existing technologies, products and services. In this case one of the "tools" used by the public institutions is to buy a certain amount of a product or service while keeping the costs below the EU threshold.

How?

The project is partly funded by SBH, Tillväxtverket - the Swedish Agency for Economic and Regional Growth and a participation fee of €300 per event for non-SBH members. Lünen as a former mining town is familiar with rapid developments.

The testbed offers both companies and public institutions new opportunities for collaboration and help companies increase their knowledge of public needs and challenges while the public institutions is offered a quick way to find solutions and to get introduced to new ideas and technologies with very little effort. For the the regional and national authorities this testbed uncovers new challenges when dealing with innovation procurement insofar that the practice only covers part of the process when working with this matter.

Results

So far the testbed has held 10 successful events with different themes. When evaluating the events, the participants have been very satisfied. It has been quite easy to attract attendees and several companies has either sold their products or used a public institution as a test case.

Transferability level of the CM to other regions

TESTBED Skåne (Öresund)

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Title: Zirro-InControl

Why?

To create new conditions and unique business opportunities for SME's and entrepreneurs by establishing an open collaboration platform for the challenge related to self-monitoring of blood glucose levels through a non-invasive method of measurement by using a process for developing radical innovations. The project builds on the the Zirro Network, formed a year before the project with the goal to foster user-driven and cross-sectorial development within diabetes. The basic idea of InControl has been to develop a systemic process for radical and transgressive innovation in order to find solutions to societal challenges.

What?

The main methods used are Competitive Collaboration and the collaboration platform established in the project. 4-5 research teams are engaged in the competitive collaboration process in order to find solutions to the identified challenges. The competitive collaboration process are divided into different stages, where each stage is evaluated in a workshop where the best ideas, result etc. are selected for further investigation. The overall goal is to develop cost efficient solutions that can solve problems in different markets. The project aims to find several partial solutions in relation to measuring methods thus an open system architecture is to be developed in order to make it possible to integrate different solutions developed both in project and outside of the projects thus making the gathered data open for the public.

How?

The project is financed by Vinnova, the Swedish Innovation Agency and the Region of Skåne.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Citizens:*** Individual patients as well as a patient group with diabetes 1+2 are not only end-users of the final products but are also directly involved in the project contributing with their knowledge and needs.
- ***Researchers:*** Different researchers are gathered in research teams to find new solutions to the needs of the patients and collaborating with companies to commercialize the solutions found.
- ***Companies:*** The SME's and entrepreneurs get access to the research and data developed and obtained during the project period. Their role is to commercialize on the research results thereby exploring new business opportunities.
- ***Public authorities:*** The regional and municipal authorities are involved in the project through their sub-organizations, and on a larger scale and in a long-term perspective they benefit from regional growth and a well-developed healthcare system offering more opportunities for diabetes patients.

Zirro – InControl (Öresund)

Results

The project is still in its initial phase, but both the project and the Zirro network has received very positive media coverage and feedback from both the healthcare system, the companies, the patients, researchers and the political environment in Sweden and on the international arena. With every activity held more and more stakeholders get involved in the project and the collaboration platform.

Transferability level of the CM to other regions

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South-East (RO).

Title: Diffusion of services supporting innovation capacity of SMEs through communication, understanding and cooperation. (ASSISTANT)

Why?

To overcome the barriers by bringing in contact two major groups of the Romanian economy: SMEs and service providers for SMEs and will encourage innovation among SMEs.

The overall objectives of the project are:

- Consolidation of the role and visibility of the Enterprise Europe Network in the European regions.
- Creation of a dialogue and cooperation platform of Open Doors Day type, between different service suppliers and the representatives of the SMEs supporting the development of the innovative potential of the SMEs and for sharing information and entering into practical cooperation with them.

What?

The project' specific objectives are:

- Creation of a cooperation platform through events of open doors type - in order to identify the needs, priorities and lacks at regional and national level by:
  - Open Doors Day type event at national level in the first year of the implementation of the project;
  - 4 regional events of Open Doors Day type: The events covered all the regions of the country and were organized, in turns, by each partner of the consortium.
- Elaboration of a document of guide type for the support mechanisms for the encouragement and the development of the innovative capacity of SMEs, which comprise the existent services at regional level. These will be presented and even taken over by other regions that prove to be fit for the SMEs in the area.

How?

ASSISTANT was complete on May 2012. The project was financed by the European Commission through the Competitiveness and Innovation Framework Programme (CIP).

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***SMEs:*** improve SMEs capacity for innovation and focus their contribution to the development of new technology based products and services and further expanding technology based markets.
- ***Services providers:*** provide an opportunity for SMEs and service providers in benefit of innovative SMEs to initiate a direct, open and transparent dialogue that will lead to the creation of a stable and efficient relationship between the two mentioned

groups. Improve the relationship between SMEs and the providers of services supporting innovation in SMEs in Romania regions;

- *Society*: stimulate the growth of innovation level in regions;

Results

Bringing in contact two major groups of the Romanian economy:

- SMEs with innovative potential.
- Services providers for these SMEs.

Creation of a common platform for dialogue between these two groups. Involvement of different actors: SMEs, services providers, citizens, society.

Transferability level of the CM to other regions

Medium transferability favoured by the guide type document which supports mechanisms for further development of innovative capacities of SMEs in other regions as well.

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Title: Boussole CSRCorporate Social Responsability.(Boussole CSR)

Why?

With the last economical crisis, it is important for SMEs to enhance skills and knowledge in order to maintain and develop their business. The overall objectives of the project are:

- To update the European innovative approach implemented in the Leonardo project Learning Boussole taking benefits from Web 2.0 technology.
- To raise the awareness of Responsible Entrepreneurship in a interactive and collaborative way – learning from others – presentation of best practices, exchange of experience, groups of interests.
- To offer tailored informal learning methodologies to local development actors, SMEs and stakeholders by the means of a virtual learning space.
- To offer opportunities of implementing networking competencies and skills.
- To contribute to the development of informal learning communities, designing and realizing the Boussole CSR Platform;

What?

The "Boussole CSR" is a web platform to enable small businesses to learn from each other in the field of CSR, helping companies and entrepreneurs to get oriented within the Corporate Social Responsibility in different ways:

- Presentation of best practices in SMEs;
- Participation in groups of interests;
- Creation of a network which enables the exchange of experience with other

How?

Boussole CSR was complete on September 2012. This project was funded with support from the European Commission under Lifelong Learning Programme, Leonardo Da Vinci – Transfer of Innovation.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model. The project focused on 2 main groups of actors:

- *The final target group:*
  - Entrepreneurs, micro, small and medium sized enterprises, HR managers, employer's and branch organizations, trade unions interested in a different forms of knowledge acquisition necessary for the elaboration of the companies' strategies which will ensure the sustainable economic and social development of their enterprises;
  - Personnel in micro companies and SMEs.
- *The associated partners:*
  - Business organizations, CCIs, SMEs associations and networks, social economy networks, as well as other structures for assistance and financing the vocational training in micro-

companies and SMEs;

- Experts and consultants on VET who may use the Boussole CSR model.

Results

As a direct result there is the Boussole CSR educational platform helping companies and entrepreneurs to get oriented within the Corporate Social Responsibility by the means of presentation of best practices in SMEs, by participation in the different groups of interests designed in 4 directions of the Compass - Marketplace, Workplace, Local community and Protection of the environment allowing learning from each other by sharing and exchanging experiences, information, documents from SMEs and their stakeholders and awareness raising seminars at local and international level.

Transferability level of the CM to other regions

Transferability to other regions is high. The best practices can be imported / exported individually or in a guided way.

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Title: Innovative biotechnologies to obtain and process fish products safe for consumer health. (Biosig)

Why?

Will improve the fish quality and fish products, food production in safe conditions. The overall objective of the project is to develop a multidisciplinary partnership between R&D, innovation and educational units to offer scientific and technical support that aims at developing innovative technologies for farmed fish, to obtain fatty acids and fish products with more enzymes, to increase the conservability of products and replace food additives. The research aims at increasing the competitiveness and visibility of the R&D units at national and international level.

What?

The development of innovative technologies to obtain and process fish products safe for consumer health, is the main objective of researchers in European and international scientific community. The project aims at developing biotechnology to produce and process fish products with maximum safety for consumer health. The research aims at increasing the competitiveness and visibility of the R&D units at national and international level.

- The developed technologies help at ensuring and improving the fish quality and fish products, food production in safe conditions, as well as consumer protection.
- Project activities:
- Data processing, analysis and final report on the data obtained in the study of innovation and development of new fish products;
- Designing innovative technologies to obtain fish products using enzymatic preparations.
- Achieving and testing of 2 fish products based on enzymatic preparations with functional role.
- Preparation, presentation and publication of scientific papers.
- Dissemination of project.

How?

Biosig was complete on September 2012. The project received financial support through the National Plan for Research, Development and Innovation for the period 2007-2013, line of research 6 "Biotechnologies", research theme "Creating new technologies for food production with a maximum safety on the human health".

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- *SMEs* operating in the fish market: fish farm production, fish processing units, public administrations, universities and Research Centers: cooperate to ensure quality of the actions and operations, promote innovation and research.

- ***Specialists*** in aquaculture technologies, food technologies, biochemists, chemists and microbiologists: contribute to the achievement of the project objectives.
- ***Citizens :*** benefits of products safe for consumer health

Results

- Commitment of the public administrations and stakeholders willingness to innovate.
- Importance and relevance of the published market research and scientific papers for citizens.

Transferability level of the CM to other regions

The transfer can be easily performed depending on the commitment and willingness of the stakeholders.

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Title: Intellectual Property Rights for SEE. (IPR for SEE)

Why?

To develop partnerships on matters of strategic importance to improve territorial integration, social and economic life and contribute to cohesion, stability and competitiveness. The project promoted technological transfer and encouraged innovation processes among the enterprises of the involved countries, thanks to the organization of specific training activities for operators involved.

What?

IPR for SEE project is part of a wave of component projects of the Transnational Cooperation Operational Programme South East Europe 2007-2013. The project promoted technological transfer and encouraged innovation processes among the enterprises of the involved countries, thanks to the organisation of specific training activities for operators involved. The project started with an analysis of the available services and the needs of SMEs in order to identify and develop 6 innovative services:

- IP for new created start-ups - addresses SMEs at start-up;
- IP Coaching - consists of a network, coached and managed by the service provider;
- IP-Prediagnosis for Creative Industries ;
- Gaining Competitive advantage using IP - to raise awareness on possibilities to use IPR ;
- Trade Fairs and IP Protection - consist of a basic consulting service aided with respective information material and checklists trying to avoid the danger of unwanted know-how flows.
- IP Club - consists of a network, coached and managed by the service provider.

How?

The project was complete on September 2012. IPR for SEE project was financed under the Transnational Cooperation Operational Programme South East Europe 2007-2013

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Small and Medium Enterprises***: with a low or medium maturity level in terms of IPR usage and with the certain need to understand the technical and legal aspects in the field of IPR.
- ***Universities and Research Centers:*** cooperate to ensure quality of the action and operation, diffuse the standard application, and promote innovation and research.
- ***Firms:*** with a higher maturity level in terms of IPR usage and a higher awareness level on IPR topics.
- ***Companies:*** operating in the creative industries field which are interested in protecting their own intellectual property rights in the fields of designs, copyrights and moral rights.

IPR for SEE (Romania)

Results

- SMEs are in the position to increase the stakeholders IPR knowledge easily by means of taking part in the services and, on the other hand, service providers can enlarge their IPR service portfolio.
- The final event of the project has been successful in sharing experiences and best practices developed during the implementation of the project and in particular during the Pilot Actions.
- SMEs' representatives had the chance to compare their knowledge on IPR issues and to raise their awareness on the importance of the matter.

Transferability level of the CM to other regions

The transferability can be medium to high through Enterprise Europe Network. IPR related good practices developed during the Pilot Actions can be transferred in order to improve knowledge and raise awareness level of SMEs involved on the importance of IPR issues.

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Tuscany (IT).

Title: Cooperazione Applicatia Regionale Toscana. (CART)

Why?

To realize, with a collaborative approach to open government, the exchange of data and information among tuscan public administrations for efficient and innovative public services. CART is the Tuscan interoperability system that defines standard and shared services in order to enable information and data exchange among public administrations.

What?

CART is the tuscan interoperability system that defines standard and shared services in order to enable information and data exchange among public administrations. CART is composed of:

- Interoperability Technological Infrastructure that enables, using standard and infrastructural services, data exchange among information systems of several public administrations.
- Organizational Model that includes a Community Network of different and several actors (public administrations, universities and research centers, private companies) that are able to integrate their information systems with the aim to supply integrated services. The community network defines rules and technical specifications to be adopted for ensuring interoperability of systems.
- Infrastructure Management Model that is based on the assignment of roles and responsibility in order to guarantee the efficient working of infrastructure and the supply services in compliance with e-Toscana standard.

How?

The project was complete on July 2012. Public administrations finance the infrastructure for interoperability and provide services with technical support of private companies. Private companies can create business opportunities developing innovative services and applications based on open data and services.

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- *Public Administrations:* participate to define and to apply rules and standard to make their systems interoperable in order to supply transparent, efficient and economical services. Tuscany Region provides with the technological infrastructure and supports the organizational model.
- *Private Companies:* can create innovative services, new products and solutions and develop new business opportunities thanks to systems interoperability, to open data availability and to direct participation in the compliance process.

CART (Tuscany)

- *Universities and Research Centers:* cooperate to ensure quality of the action and operation, diffuse the standard application, and promote innovation and research.
- *Citizens:* they don't have to duplicate information and data for public administrations; they enjoy efficient services.

Results

- International standard and shared rules.
- Involving of different actors (universities and research centres, public administrations, private enterprises).
- Efficiency of services for citizens and governments.
- Reuse of applications.

Transferability level of the CM to other regions

The transferability level of the CM is high. In Tuscany there are a lot of small ICT enterprises that benefit from this collaborative model: for them the market of ICT has not barriers to entry. Regions that have small and medium enterprises working in the ICT sector for public administrations could have more advantages in the implementation of the model. From a technological point of view, the model is compliant with the principle of the European Interoperability Framework.

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Title: Collaborative problem solving in Pisa Leaning Lab (LILIT)

Why?

The aim of the project is to use the "Living Labs" approach in the Tuscan companies in order help them in the innovation process. During the last years the design model of the "Living Labs" spread all over the World. The concept is innovation led by the users (http://www.openlivinglabs.eu). Their main purpose is to stimulate the creativity of the participants (users, employees of the companies, researchers, students etc.) through the continuous sharing of the intermediate outcomes and the focusing on a common goal.

What?

LILIT adopts a model of cooperation, characterized by three different technical tools:

- A software platform that allows participants to interact on the basis of the paradigm of '"Open Innovation".
- A set of technologies and tools that promote and support the interaction between users.
- A set of methods, based on the functional design, that support problem solving and concept design processes.

The ICT platform is equipped with several applications that facilitate the interaction and collaboration between users in a distributed, asynchronous and multi-client way. This ensures the security, privacy and reliability of the system. However, the most innovative aspect of the platform is its semantic engine, based on a functional knowledge base. Thus, it can support a wide range of activities of the innovation process.

How?

The project was complete on February 2013. LILIT has been financed by PAR FAS Regione TOSCANA Linea di Azione 1.1.a.3, field: Scienze e tecnologie gestionali e dell'organizzazione co-financed by the University of Pisa (Department DESTEC (ex DESE) and Department of Computer Science).

The participation and involvement of all stakeholders is necessary for the successful deployment of the model:

- ***Tuscan Government.*** Its main goal is to promote the lead users innovation in the productive environment in Tuscany.
- ***University of Pisa.*** The main aim of this organization is to provide a means to exploit and enhance the skills of the undergraduates, phd students, researches and professors.
- ***Tuscan Companies:*** SMEs and big companies can benefit from a platform where a community of experts and final users can contribute to the innovation process at both product and service level.
- ***Community of users:*** the users, both experts, academic and not expert, can take advantage of a means that enhances

their expertise, as well as an objective and meritocratic identification of their participation and contribution.

Results

In the last two years LILIT has become a platform for the collaborative design and problem solving (as stated in the Objectives of the project). Numerous are the successful experiences: form collaborative brainstorming, to collaborative problem solving to collaborative writing. The most relevant results, achieved till now, are the following: a novel design for a hydraulic oil pump, quality control system for monitoring the manufacturing aspects in the production of Industrial Brushes, participation to the NineSigma Call and selection as one of the most interesting contribution to the second step.

Transferability level of the CM to other regions

The transferability of the CM to other Regions is very high, thanks to the standardized ICT features that allow a rapid implementation of the method within existing communities of solvers. The main condition for its actuation is the direct involvement of a big research institute and a solid trust, both among all involved stakeholders and towards the approaches adopted for selecting the team, carrying out the discussions and evaluating the final results.

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This report is published by the

BORDWIIS+ project,

co-financed by the ERDF
and made possible by the
INTERREG IVC programme.

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