

BORDWIS+

Boosting Regional Development
with ICT-Innovation-Strategies

Collaborative Models



European Union
European Regional Development Fund

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Introduction

Collaborative models concept: Sharing risks and rewards while innovating.

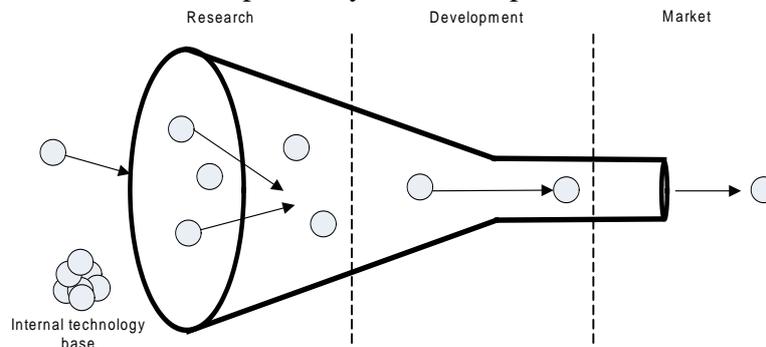
The concept of collaborative models is strongly linked to Open innovation. It is the way in which innovation is implemented in terms of new forms of innovation and value creation. This paradigm can be identified in some companies concerning their research or other **Open Innovation**.

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).

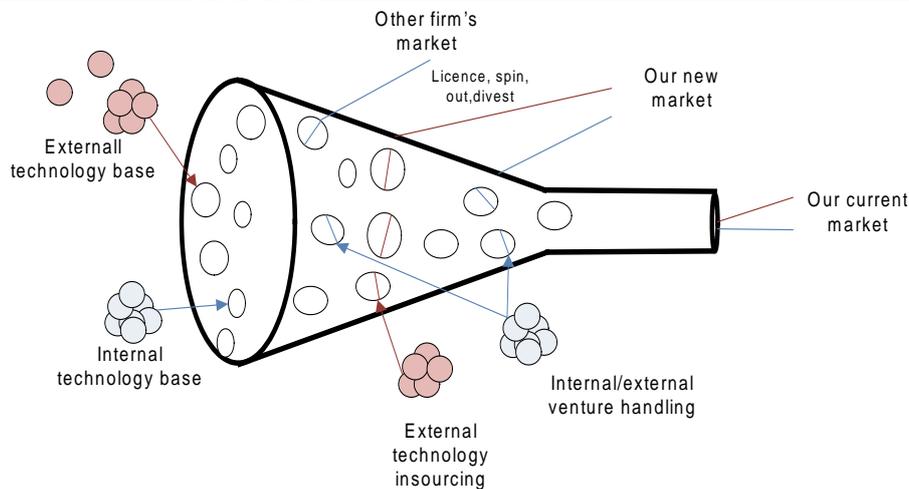
It is the practice of looking beyond the company itself, look to suppliers, universities, producers of complementary products and services of other companies in order to identify and to exploit new opportunities for innovation.

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.



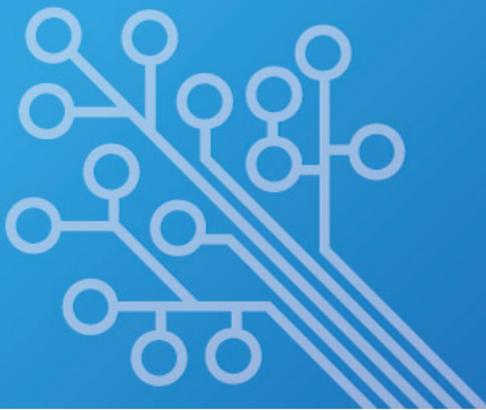
Open innovation proposes a new way of collaboration, so the traditional funnel becomes a porous funnel. This funnel allows input and output of ideas, not only from business partners, but also from/to competing companies, manufacturers, universities, technology centers and, even, consumers.

Introduction



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. . It's necessary the collaboration with Technical Centers, Universities, other competitors, users, workers... 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 an ageing population and strong competitive pressures and global, economic growth and employment in Europe must come from innovative products, innovative services and innovative 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 an ICT.
 - To collaborate in order to meet social challenges.
 - To improve the access of SME to the single market and to promote entrepreneurship.
 - To improve the framework conditions: financing, intellectual property, European standards....



Introduction

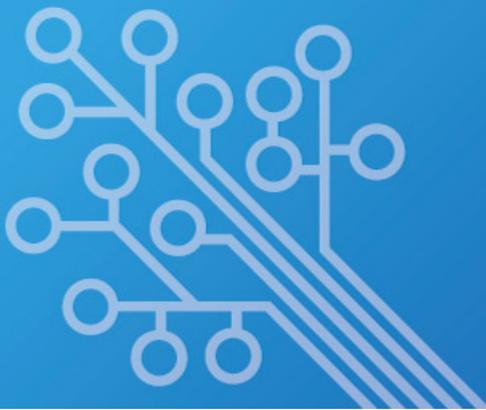
- To consolidate a clever fiscal system, without financial and fiscal pressures in order to avoid the reversals in R&D and in innovation.

Advantages:

- To enhance the know-how.
- To maximize new ideas and diverse opinions of the other companies.
- To gets 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 strength internal learning.
- To facilitate easier access and strengthen synergies in clusters or regional communities.

Disadvantages:

- The culture of the organization does not accept the "superiority" and it becomes necessary external fight yet Invented <Not Here>.
- Problems interfaces between units, geographical distribution, etc.. adding more complexity to interact.
- Lack of internal resources to meet external activities optimally.
- It is difficult to measure the immediate benefits of open innovation. Typically, the benefits of cooperation are visible in the longer term.
- Difficulty in defining the problem or specific need. Find it difficult to get a common vision needs.
- It reduced the number of potential partners or start-ups with whom to collaborate.
- Patents and intellectual property.



Introduction

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:

http://www.openbasque.net/wp-content/uploads/2012/07/Openbasque-D41-PoliticasIA_v01.pdf

<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]

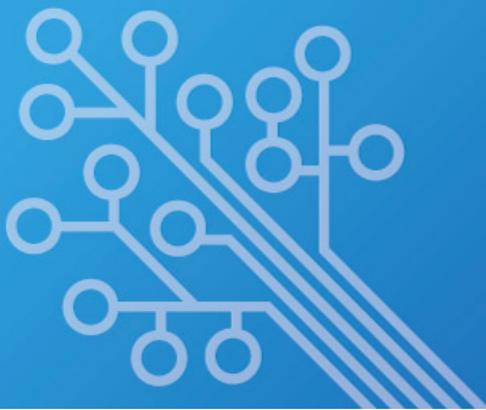
Good Practice definition (Programme Manual).

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



Experiences

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.*

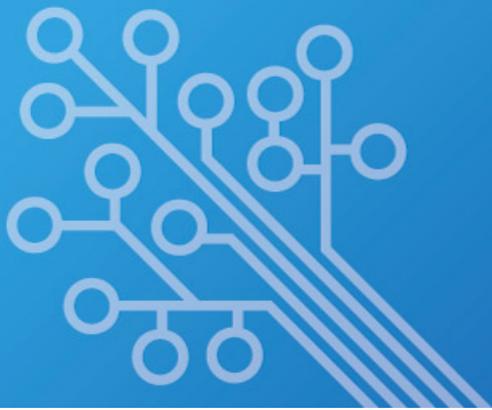
Lorraine (FR): *RCofL and Inria.*

North Rhine-Westphalia (DE): *Univ. of Wupperta I.*

Öresund (SE): *Lund University.*

South-East (RO): *SE-RDA.*

Tuscany (IT): *Regione Tuscany.*



Asturias (ES).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Explore new ways of working with public data that the city offers to build a more innovative city and close to the public.

1.1. Project Title

Open Data Lab Gijón.

Summary: 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.

Example: 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, iPhone, etc.).

ODLab is an initiative to explore new ways of working with Public Data published by the City Council of Gijón through the web portal datos.gijon.es (addressed to citizens and companies).

1.2. Project acronym

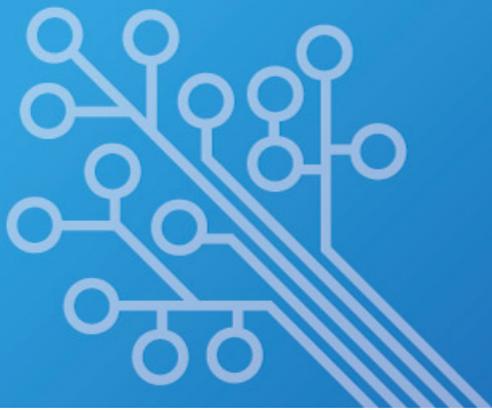
ODLab.

1.3. Location (Country/Region)

Spain/Asturias.

1.4. Promoter (Company/Institution)

CTIC Technology Center.



2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

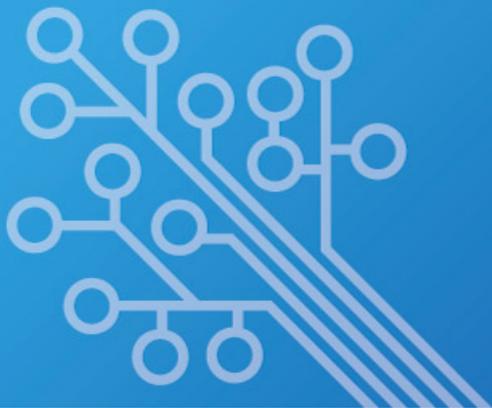
- Business development: creating business opportunities for innovative services and products built on top of government-owned datasets; boosting entrepreneurship; supporting ICT competitiveness.
- Social development: increasing the transparency of the public administration and the accountability of governments; improving the e-participation of the citizens.

2.2. Brief description of the model. (max. between 200 to 250 words)

CTIC participates in W3C organization which defines the technological standards for the web. Researchers of CTIC actively participate in different working groups of this organization and CTIC headcounters host the W3C Spanish Office reference for the Spanish and Latin America market. The most recent standards, in which CTIC have played an important role in their definition, are focused in technologies (RDF, XML, SPARQL) that enable to open and to reuse different data of public administrations. This advanced technical knowledge allowed CTIC to impulse different initiatives for opening governmental data in Spain (<http://datos.fundacionctic.org>) which are considered references of the worldwide "linked open data" trend.

These initiatives are collaborative models in which governments, companies and citizens are involved and 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. For instance, CTIC has helped the city council of Zaragoza to release tourism datasets, which have led to an application that creates tourism packages tailored for each visitor of the city. 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.).

2.3. Stakeholders



- a) *Citizens*: they make use of the innovative services built on top of the data, and their demand drives the release of new datasets. Moreover, they are empowered to account their governments based of factual data.
- b) *Government*: they release datasets for public consumption, and they can reduce costs by reusing their own data, as well as data from other governments. As a consequence of publishing the data of their activity, they become more transparent. Among others, the national government, the regional governments of Euskadi, Asturias and Catalonia, and the city councils of Zaragoza and Gijón are participating in this model.
- c) *Private companies*: they develop and exploit innovative services on top of the public datasets. In many cases, they are micro-startups that launch new applications of interest to the general public. In order cases, they are large companies that offer data curation services for other companies (e.g., e-procurement, business intelligence, etc.).

2.4. Financial resources required for its implementation.

In many territories, public administrations are required to publish their data. In the mid- and long-term, their initial investment is returned as savings due to data reusage. Private companies, usually small entrepreneurs, can quickly develop innovative services targeted to the citizens. These services are exploited through access fees or advertising. Other companies develop professional data curation and filtering services for third-parties.

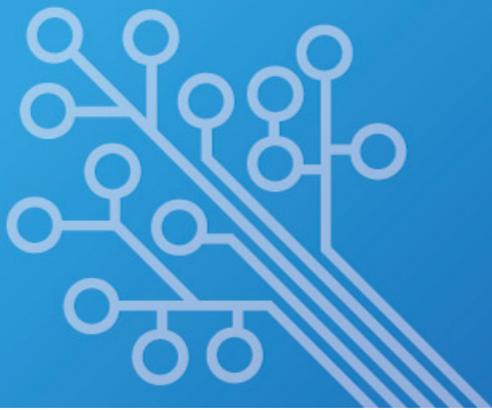
2.5. Key success factors.

Commitment of the public administrations; legal framework; importance and relevance of the published data for the citizens; high number of potential users of the services (e.g., 5000 downloads of one of the independent Android-based mobile apps for real-time tracking of bus location at Gijón).

3. EVIDENCE OF SUCCESS

CTIC has impulsed in many initiatives related to open data, including the national government (<http://datos.gob.es/>), the autonomous regions of Euskadi, Catalonia and Asturias, and the cities of Zaragoza and Gijón.

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).

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

CTIC Centro Tecnológico.

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

5. COMPLETED ON

October, 2012.

6. In your opinion:

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

The idea helps citizens reach the administration using simple methods such as mobile phones and tablets. In addition, citizens can join common causes thus creating power groups to augment the relevance of a certain objective.

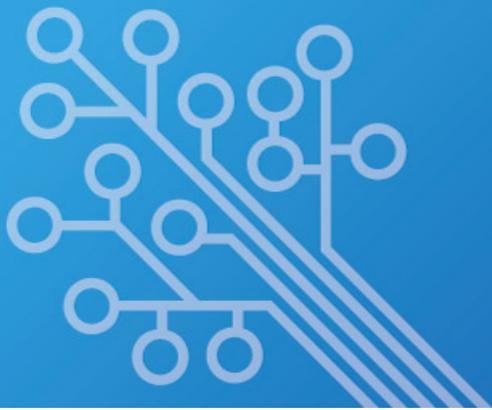
- **What is the main feature to be highlighted, in terms of open innovation?**

Its social network nature enables users to browse other users' complaints. It is also possible to browse the nearby reports. The third pillar is gamification to ensure user activity in the network. These characteristics increase the participation and collaboration among users. The final result is obtain better complaints and backed up by a group of users. This can be reached by means of the open innovation paradigm.

- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**

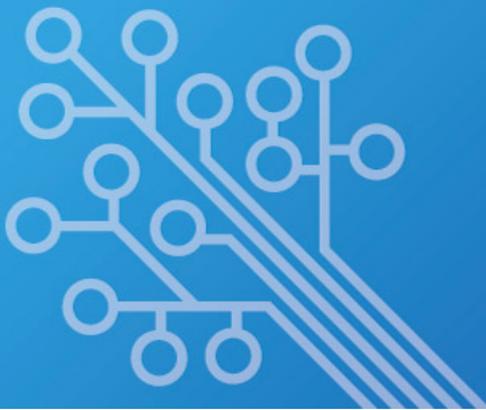
Transferability: medium

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



ODLab (Asturias)

other areas to make this solution applicable in the same terms of the original idea.



OpenFWPA (Asturias)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Duplication and incompatibilities between systems and the complexity and expensive operations in the Public Administration due to the large number of servers and the large number of existing development environments.

1.1. Project Title

Asturias Framework for Public Administration

Summary: Development FW for electronic administration and eGov systems based on free/open source components. It has been developed by different local entities (research org, companies), in a project lead by the Regional Government of Asturias. The current version of openFWPA supports more than 150 applications (production stage) in the Administration of the Principality of Asturias. Likewise, there are business organizations that have developed systems for their clients using this technology, out of the public domain. It is a mature and ready product to be used by other public and private organizations.

Up to now, openFWPA is one of the most important projects carried out by a public entity to release open source SW (reference at national level, leading for 4th consecutive year the classification among the different Spanish regions, according to the yearly eSpain report published by F. Orange).

1.2. Project acronym

OpenFWPA.

1.3. Location (Country/Region)

Spain/Asturias.

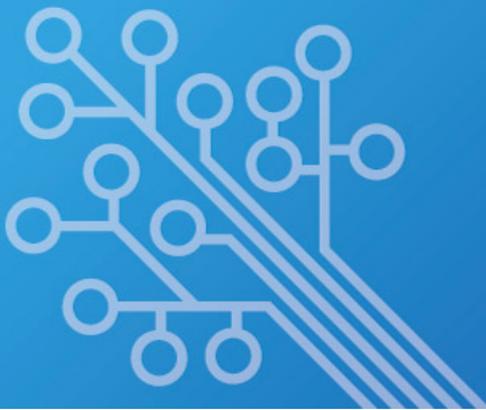
1.4. Promoter (Company/Institution)

Regional Government of Asturias.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

- Implementation of the Platform for e-Government to the Government of the Principality of Asturias.
- Promotion in technological companies about e-Government.
- Free the overall software like open platform and permit the use by other administrations.



OpenFWPA (Asturias)

2.2. Brief description of the model. (max. between 200 to 250 words)

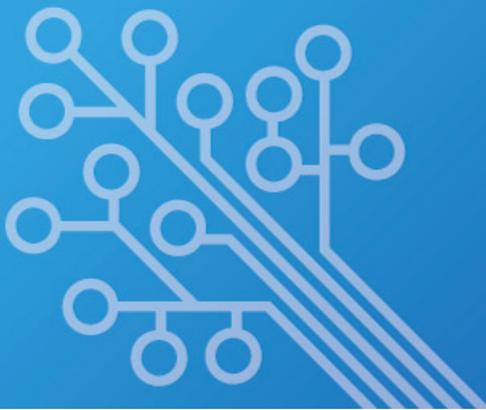
OpenFWPA is essentially a development framework for electronic administration and e-government systems based on the J2EE technology that allows facilitating the design, implementation, and maintenance of the applications. It consists of more than 100,000 code lines developed by the Principality of Asturias, with a stability and solidity which are indicators of the tens of production systems that work on it. 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. FWPA has been a key element in the success of the model of E-Government implemented by the Principality of Asturias, which has allowed it to be a point of reference at national level, leading for 4th consecutive year the classification among the different Spanish regions, according to the yearly eEspaña report from Fundación Orange.

All this has been achieved due to the design, development and deployment of a uniform and consistent framework, based on Free / Open Source Software components and being Free / Open Source Software itself. The framework, openFWPA, has been developed by different local companies, in a project lead by the Principality of Asturias itself, thus promoting regional ICT businesses at the same time.

2.3. Stakeholders

- a) *Government*: promoter and funder of the initiative.
- b) *Private companies*: implementing the initiative.
- c) *Technology Center*: “Regional Administration- Business sector” interface.
 - Provide training to businesses.
 - Assessment 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.



OpenFWPA (Asturias)

d) *Citizens: main beneficiaries of the initiative.*

2.4. Financial resources required for its implementation.

12 M €to 6 years.

2.5. Key success factors.

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.

3. EVIDENCE OF SUCCESS

As a result of the decision of developing our own systems based on Open Source, we have achieved important benefits:

- Lower cost (which means we have been able to do a greater development with the same budget).
- Control of our own systems and their evolution,
- Ergonomy (the systems are adapted to the organization needs, and not the other way round),
- Increase in the security and response time,
- The possibility of sharing developments among different organizations and converting money spent in licenses into an investment to promote the local ITC industry.
- The growth of the local ICT sector due to this investment can be estimated as 100 M€ with a direct investment of about 12 M€in 6 years.
- The organizational and technological approach raised has allowed the Government of the Principality of Asturias has been a leader in several rankings on eGovernment between regions. Among these, the study highlights e-España where Asturias has held the top ranking for the past few years.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

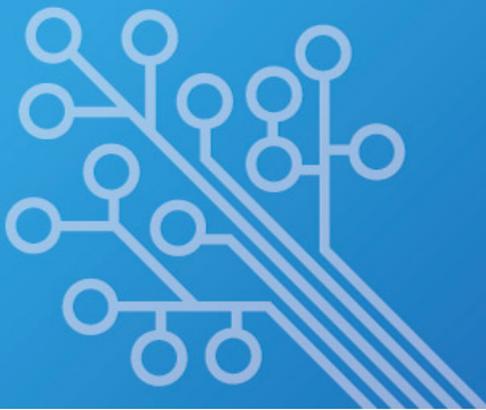
Gobierno del Principado de Asturias.

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

5. COMPLETED ON

October, 2012.

6. In your opinion :



OpenFWPA (Asturias)

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

The Government of the Principality of Asturias has been making a significant effort, in the current and previous legislatures, incorporating information technologies in administrative activities and promoting its use in the Asturian society.

The openFWPA, has enabled the creation of information systems for public employees, collaboration with other administrations and electronic services to citizens through corporate portal. It has been a successful instrument of e-Government model, being the Principality of Asturias a benchmark nationally.

- **What is the main feature to be highlighted, in terms of open innovation?**

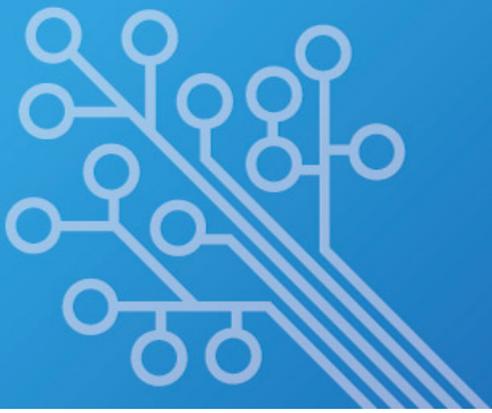
The development of applications based on a framework raises a number of advantages:

- Reuse: Same components (menus, authentication, operation) must only be configured, not developed.
- Homogenization: Applications have the same structure and the same elements. They are developed, maintained and managed the same way.
- More quality: objective quality criteria based in metrics.
- Security: Security integrated in applications
- Low cost of maintenance.
- Low cost training.

- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**

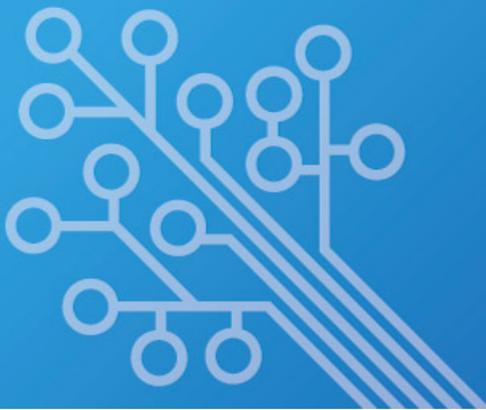
Transferability: medium

- Disadvantages: 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.
- Advantages:
 - Improved electronic transparency of governments with citizens.
 - It generates a sector of technological services to management.
 - HR training opportunity.



OpenFWPA (Asturias)

- Social and economic development.



Eesti (EE).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Creation of new and innovative collaboration platform which would enable development, testing and export of new m- and e-service for increasing the competitiveness of Estonian ICT companies.

1.1. Project Title

Smart City Lab.

Summary: 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

1.2. Project acronym

SCL.

1.3. Location (Country/Region)

Estonia/Tartu.

1.4. Promoter (Company/Institution)

Tartu City, Tartu Science Park, Tartu University, SMEs.

2. COLLABORATIVE MODEL PROJECT INFORMATION

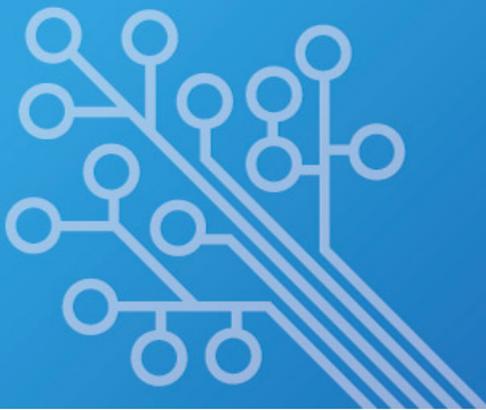
2.1. Objectives

To create 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.

2.2. Brief description of the model. (max. between 200 to 250 words)

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

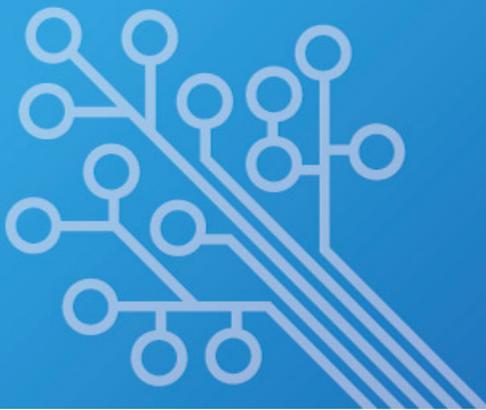


development projects with strong focus on user tests. The following activities are currently implemented by Smart City Lab:

- 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 (survey, development of demo solutions, initial testing in the Living Lab and export materials).
- Development activities in the field of intelligent transport solutions (survey, development of demo and initial testing in the Living Lab).
- Development activities in the field of digital TV solutions (survey, development of demo solutions and initial testing in the Living Lab).
- Development activities in the field of e- and m-services related to tourism and urban life (survey, development of demo solutions and initial testing in the Living Lab).
- Development activities in the field of inclusive and effective governance services (survey, development of demo solutions and initial testing in the Living Lab).
- Forming and managing the user community of 1000 test users.
- Marketing events designed to inform the target groups of the results of analysis, increase the numbers of the test user community.
- Training opportunities focusing on open innovation, product development, the Living Lab development aspects, etc.
- Organising Study Visits to familiarize relevant stakeholders and interested organizations with the existing experiences and international good practice in the area of living labs and to foster international cooperation activities.

2.3. Stakeholders

Smart City Lab (SCL) is an independent legal entity with membership based structure where both private and public organisations can join as members. The current membership consists of the following *public sector organisations*: Tartu City Government, Tartu University, Tartu Science Park, Software Technologies and Applications Competence Center and the *following 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. Currently several other companies are considering joining Smart City Lab as members and it is expected that there will be about 25-30 members by the end of year 2013. The public sector organisations are mostly interested in



SCL (Eesti)

development of new and more effective public services whereas private sector is interested to test new e- or m-services for improving urban life in cooperation with municipalities and universities.

2.4. Financial resources required for its implementation.

Smart City Lab is currently supported by Estonian public sector funding for developing the testing platform and other relevant services. In addition to the public funding SCL is providing user tests on fee basis to both private companies and public sector organisations. Thus the activities of SCL are financed through combining public sector grants and user test fees.

2.5. Key success factors.

- 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.

3. EVIDENCE OF SUCCESS

The following impact indicators have been defined for Smart City Lab activities:

1. At least 25 new e- and m-products or services will be developed at Smart City Lab over a period of three years 2012-2015.
2. As a result, the level of exports of IT companies that are members of the SCL will have to increase by at least 30
3. At least 25% of the products and services developed and tested in SCL will be done in cooperation with foreign companies.
4. Tartu will be recognised internationally as one of Europe's leading 'smart cities', ranking at least among the top 15 cities of comparable size in Europe.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Hannes Astok

Smart City Lab

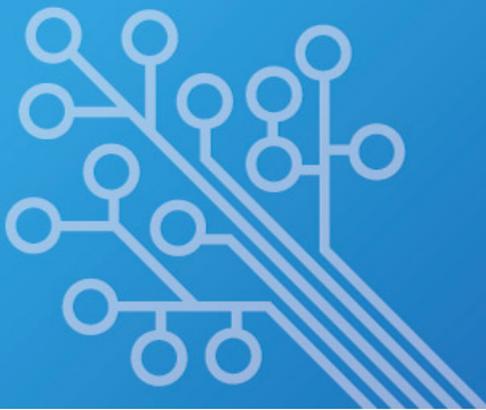
hannes.astok@smartcitylab.eu

www.smartcitylab.eu

5. COMPLETED ON

January, 2013.

6. In your opinion:



Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?

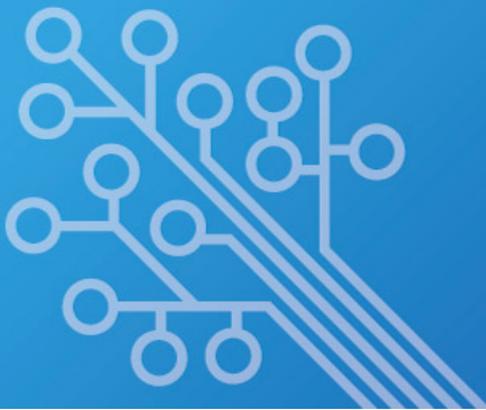
This is a good example of collaborative model because it brings together key stakeholders from public, private and academic sectors and allows to develop jointly new services, which will create value for all parties concerned. It is also a platform which will allow to seek synergies and exploit complementarities based on existing strength of partners in order to increase the competitiveness of the whole region in general and ICT sector in particular.

What is the main feature to be highlighted, in terms of open innovation?

The most important feature of Open Innovation which a Living Lab like Smart City Lab is able offer is the involvement of citizens (the end-users of the developed services) from the idea generation phase to the product testing and validation phase. The products and services will thus not be developed within the company walls but in the real life context with real end-users. Such user involvement will allow the product and service development cycle to take place faster and be more adaptive to the real needs of the customers thus increasing the competitive advantage of those services and products.

Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?

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.



1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

There is a gap between idea/education phase and solution/practical business phase. Students lack practical experience and startup's lack opportunities to develop extensively their products/services.

1.1. Project Title

Tartu Democentre.

Summary: Tartu Demo Centre is an ideal platform to find and showcase small innovative businesses. It helps to this companies to work with international networks and develop their export potential. Tartu Demo Centre introduces their innovative technological solutions to foreign and domestic delegations, public and private sector – a wide range and a decent number of people visiting us annually.

1.2. Project acronym

DC.

1.3. Location (Country/Region)

Estonia/Tartu.

1.4. Promoter (Company/Institution)

Tartu Science Park.

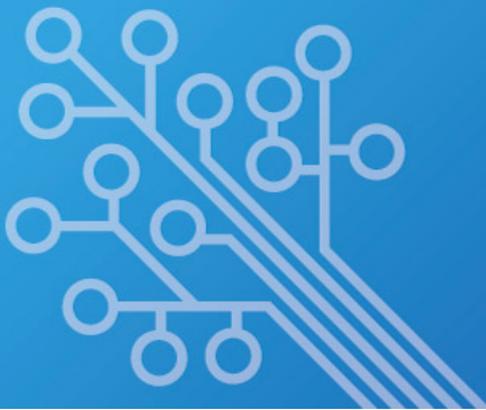
2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

- To provide free access to technological test-base for developers.
- To promote and introduce local innovative products/services.
- To provide added value for development of tech-startups.

2.2. Brief description of the model. (max. between 200 to 250 words)

Tartu Demo Centre (DC) is an ideal platform to develop small innovative businesses. 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. Tartu Demo Centre 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.

2.3. Stakeholders

- a) *Citizens*: often they are consumers/final users of the innovative services developed in DC. As potential users/customers, their demand drives development of new products and/or services.
- b) *Local municipalities*: they benefit from public services developed in DC. They are able to receive feedback from citizens about relevant topics. DC directly supports establishment and development of tech and knowledge-intensive startups, area which is prioritized in local development plans.
- c) *Private companies*: they are able to develop, test and showcase their services in DC. They benefit from DC additionally as a channel for marketing, sales and customer feedback.

2.4. Financial resources required for its implementation.

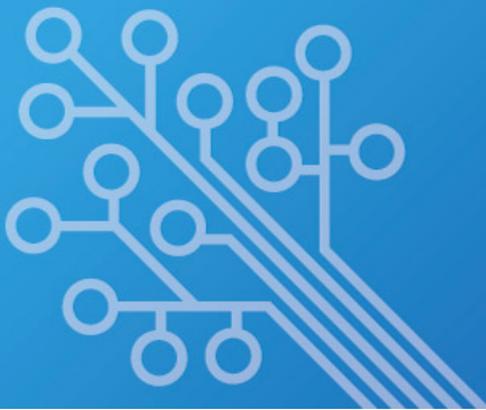
DC is currently financed by Tartu Science Park. Part of the income stream comes from structural funds, part from local municipality (Tartu City Government) and part from TSP own revenue stream. In near future strategic development plan of DC foresees development of marketable services which could provide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

2.5. Key success factors.

- 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.

3. EVIDENCE OF SUCCESS

DC has received positive media coverage and user feedback since its opening in May 2012. Tartu City Government has publicly supported and promoted this initiative as new and innovative tool for developing and fostering modern society. Many succesful estonian startups such as Click&Grow, Boatart, Grillcube and QMinder have found DC an useful channel to promote their products/services. Estonian mobile and IT-cluster have been involved in DC activities and continue to do so. Large companies such as Microsoft have



DC (Eesti)

contributed to development of DC. DC has found first international recognition as part of Demo Centres Network. Tartu Science Park has successfully launched an event series in DC which continues to bring full room of participants on weekly basis.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Vaido Mikheim

Tartu Science Park

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<http://www.sciencepark.ee/democentre>

5. COMPLETED ON

February, 2013.

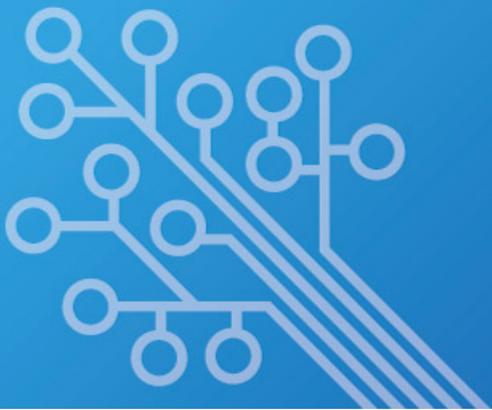
6. In your opinion:

Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?

This is a good example of collaborative model because it adds additional link to the value chain for whole economic ecosystem. It brings together key stakeholders from academic and private sectors. Through the effective execution of the model all relevant stakeholders gain benefit while at the same time not allocating resources to same areas or competing with each other. The model as such is focused on cooperation and is not innovative, however we use innovative tools, technologies and methods to contribute for the goals of stakeholders from academic, private and public sector. At the end of the day attractiveness and competitiveness of whole region and ICT sector especially will increase.

What is the main feature to be highlighted, in terms of open innovation?

Main feature would be well coordinated and executed cooperation within different institutions and stakeholders so that each part including Demo Centre would be integral part of value chain. Previous and next phase stakeholders are actively involved in the process making overall life cycle more effective and profitable.



DC (Eesti)

Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?

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 startup 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.



MMCluster (Közép-Magyarország)

Közép-Magyarország (HU)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Academia – industry cooperations are vital for the economy. Clusters as powerful tools in bringing together business, academia and policy-making through bi- and multilateral collaboration opportunities in the Central Hungary Region to take advantage of the dense concentration of economic agents, multinational companies and workforce with advanced IT skills embedded. The involvement of various actors in an interdisciplinary manner along the value -chain is one of the key success factors to develop innovative products, services and new skills.

1.1. Project Title

Mobility and Multimedia Cluster, Hungary.

Summary: The MMC was established in December 2007 as part of the Hungarian Pole programme, with a commonly shared vision of founders to inspire mobile technology and new media innovation.

The strength of the Cluster basically derives from the cluster definition applied in Hungary. It differs slightly from the Porter definition that acknowledges clusters as statistically visible agglomerations of an industry. On the contrary, Hungarian clusters have been established following bottom-up approach with the focus on entrepreneurship (SMEs).

1.2. Project acronym

MMCluster.

1.3. Location (Country/Region)

Central-Hungary Region.

1.4. Promoter (Company/Institution)

Mobility and Multimedia Coordination Office Nonprofit Ltd.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

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



MMCluster (Közép-Magyarország)

support through innovation management, business planning and resource allocation the national and international market introduction and utilization of world-class developments of cluster members.

2.2. Brief description of the model. (max. between 200 to 250 words)

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.

2.3. Stakeholders

The Mobility and Multimedia Cluster is composed by 70 cluster member 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 centres, civil organizations as well. Among partners there are also long-term active cooperations that formulate the specific strengths of the cluster. Furthermore, MMCluster is consciously building its relationship with such clusters, for which info-communication technologies are becoming ever more important in increasing their competitiveness. As a result, MMCluster has established strategic cooperation with decisive clusters in the healthcare, vehicle and logistics sectors.

2.4. Financial resources required for its implementation.

Mobility and Multimedia Cluster (MMC) is Hungary's largest info-communications cluster today. MMCluster was established in December 2007 as part of the Hungarian Pole programme. Currently, MMC provides support to SMEs in the form of innovation management and business planning, allowing them to make the transition from research-based organisations to commercial firms active in international markets. It is also instrumental in setting up joint R&D and innovation projects. 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



MMCluster (Közép-Magyarország)

SMEs and preparation for venture capital investment. Similarly, in 2011 MMCluster has also introduced a new incubation and export programme.

2.5. Key success factors.

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 jointly. These fields entail:

- Development of a sensor solution embedded in jewellery that measures vital signs.
- Development of a contact-free payment solution.
- “Living History” or decreasing the digital divide for the elderly.
- Development of a streaming-like mobile-multimedia service.
- System enabling the remote monitoring of secure living for elderly.
- Solution assisting the shopping activity of elderly.
- Next generation cloud-computing platform.
- Context based intelligent mobile applications.
- Modelling media consumption habits.
- Developing 3D media interfaces and content provisioning solutions.

All these factors together provide the unique characteristics of the cluster and contribute to the evidence, that the Mobility and Multimedia Cluster is one of the well-known and visible clusters from Hungary in Europe.

3. EVIDENCE OF SUCCESS

Mobility and Multimedia Cluster (MMC) has been established in 2007. Currently 75% of the cluster members are SMEs and the total number of employed at cluster members are roughly 1,2 thousand. MMC was selected as part of the Europe Excellence Clusters and in May 2011 co-organised a national innovation contest and ‘tech show’ as part of the Hungarian presidency, where 21 novelty Hungarian high-tech applications were presented to delegates from the EU. MMCluster has revealed over 250 project ideas and initiated 40 projects since its foundation. It has started a total of 14 international and domestic research and development projects and secured funding of 12 million Euros for these. In the prototype competition of MM Cluster, 26 prototypes of start-up companies and academic researchers have been introduced in front of executives of multinational companies in Hungary and agreements have



MMCluster (Közép-Magyarország)

been signed between parties for 4 prototypes to help them overcome market entry barriers. MMCluster has so far created work for over 100 professionals. Main focus areas: mobile technology applications, multimedia content provisioning, applications related to intelligent and safe traffic, ICT solutions supporting daily activities and health, green IT solutions. The MMC is a multiple accredited cluster and fits into the well-known requirements of the EU's world-class cluster terminology.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Mobility and Multimedia Cluster

Mobility and Multimedia Coordination Office Nonprofit Ltd, 1117 Budapest, Fehérvári street 80.

info@mmklaszter.com

<http://www.mmklaszter.com/>

5. COMPLETED ON

April, 2012.

6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

The strength of the cluster basically derives from the cluster definition applied in Hungary. It differs slightly from the Porter definition that acknowledges clusters as statistically visible agglomerations of an industry. On the contrary, Hungarian clusters have been established following bottom-up approach with the focus on entrepreneurship (SMEs). Moreover, these clusters are essentially based on horizontal and vertical relationships. Hungarian clustering looks back a history of 10 years only, similar to many CEE countries. This relatively short timeframe and the shift to market economy justifies the lower number of partner organizations in comparison to other European clusters. Since 2007 cluster accreditation, known as a best practices in Europe evaluates clusters with considerable ability to cooperate, proven track records and significant contribution to Hungary's innovation life. Up till now only 19 clusters were able to fulfil the accreditation scorecard.

- **What is the main feature to be highlighted, in terms of open innovation?**

Mobility and Multimedia Cluster supports all types of innovation which is especially true to open innovation. Open innovation has widespread among ICT sector players in the last years. ICT is the field where innovation cycles are shorter than 3 months that makes patenting costly and time-consuming procedure. Bright ideas take shape in



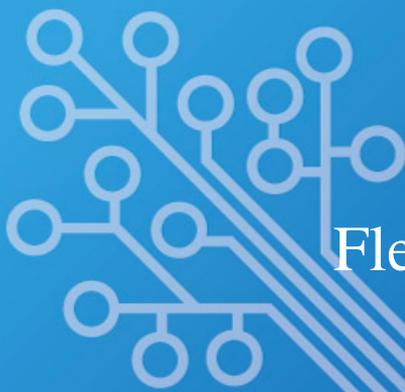
MMCluster (Közép-Magyarország)

products, services based on access to open data sources and developments. Participation in international / national calls and activity in prototyping makes sure that MMC applied open innovation in practice.

- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**

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 centred around getting attached to cluster members through 'cooptation' (by means of cooperation and competition) in many fields of activities.



FlexilabLL (Közép-Magyarország)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

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.

1.1. Project Title

Innovative Learning Solutions Living Laboratory.

Summary: 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. Project results which are supposed to be deployed in the Flexilab belong to different EU projects and programs running mainly under the umbrella of FP7

1.2. Project acronym

Flexilab LL.

1.3. Location (Country/Region)

Central-Hungary Region.

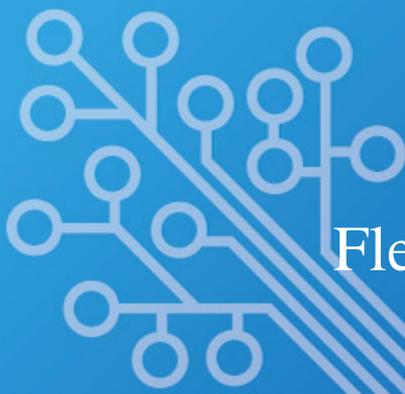
1.4. Promoter (Company/Institution)

Corvinno Technology Transfer Center NonProfit Public Company Ltd.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

Flexilab LL is a common platform for open innovation in the fields of innovative learning solutions. More specifically, Flexilab is an ontology based e-learning platform being built around the support of several learning/training type including formal, informal and non-formal learning. Flexilab is focusing on finding those pieces of information in the latest national and international research projects which



FlexilabLL (Közép-Magyarország)

are perfect substrate for the focus group of researchers, developers and other stakeholders.

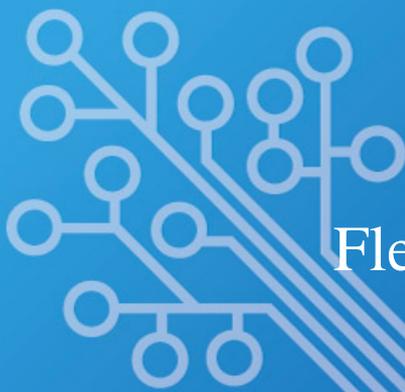
2.2. Brief description of the model. (max. between 200 to 250 words)

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. The Flexilab users represent an international community from the very beginning. Therefore most of the activities are going on an international level and many of the projects are near to the cutting edge. Project results which are supposed to be deployed in the Flexilab belong to different EU projects and programs running mainly under the umbrella of FP7. Another interesting area is the SME capacity building. The digital ecosystem-like development gives very organic connection to the end users. The most labour intensive activity in Flexilab is the evaluation of users' feedback. At this moment 3 FTE colleagues are working on it. As far as the business model is concerned the financial sustainability of Flexilab is supposed to be supported by service provision. Flexilab as service provider expects fast growing demand which will enable the host organization to introduce very attractive and competitive pricing schema. 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.

2.3. Stakeholders

Flexilab LL brings together academia, industrial actors (mainly SMEs), research institutions and partners from previous cooperations 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.

2.4. Financial resources required for its implementation.



FlexilabLL (Közép-Magyarország)

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.

2.5. Key success factors.

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

3. EVIDENCE OF SUCCESS

Currently, the Living Lab is at an early stage. Tangible and intangible outputs are expected to prove the relevance of similar innovative quadruple helix partnership in the future. Evidence of success is expected to be measured by the valorization of project results (via market-driven indicators) instead of the number of patents. By till now, partners have implemented 11 projects together in the form of bi- and multi-lateral cooperations.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

András Gábor, Péter Wolf

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<http://www.flexilab.eu>

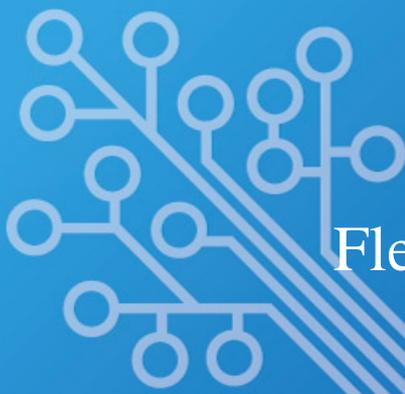
5. COMPLETED ON

November, 2012.

6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

The concept of living labs is relatively new in Hungary although the first living labs have been established during the first European wave of living labs launched by ENOLL European Network of Living Labs. All together 6 living labs are located in the country, out of which only 2 labs are operating in the Central Hungary Region.



FlexilabLL (Közép-Magyarország)

These living labs entail the Flexilab Innovative Learning Solutions LL and the Well-being Living Lab. The Flexilab LL is a novel application of ICT technologies bringing together quadruple-helix actors in Hungary and beyond. The platform elaborated by the members of the living lab serves as a dissemination and cross-fertilization surface where organizations can cooperate together.

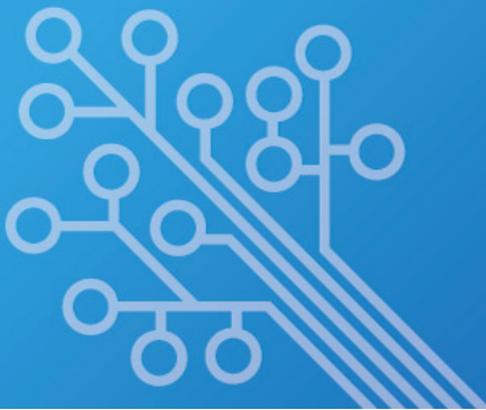
- **What is the main feature to be highlighted, in terms of open innovation?**

The online platform that serves as a principal communication and collaboration channel among members include thematic sub-themes (e.g. waste management, e-health, environmentally-conscious education, media and creativity, eco design) in which members are able to share and exchange information, knowledge and technology solutions. This cross-sectoral integration of members also enhances further innovations and cooperations bridging the gap between the traditional industries and sectors.

- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**

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.



LSCLL (Lorraine)

Lorraine (FR).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Enhance the citizen quality of life and support the local economic and urban development.

1.1. Project Title

Lorraine Smart Cities Living Lab.

Summary: 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.

Certified since 2010 (4th wave), the Lorraine Smart Cities (LSCLL) is one of the founding members of the living labs's French network, France Living-Labs (<http://www.france-livinglabs.fr/>). Unique in the region, this living-lab is intended to involve users in the conception of products or innovative services amongst others in the field of eco-mobility, energy performance and responsible consumption.

1.2. Project acronym

LSCLL.

1.3. Location (Country/Region)

France/Lorraine.

1.4. Promoter (Company/Institution)

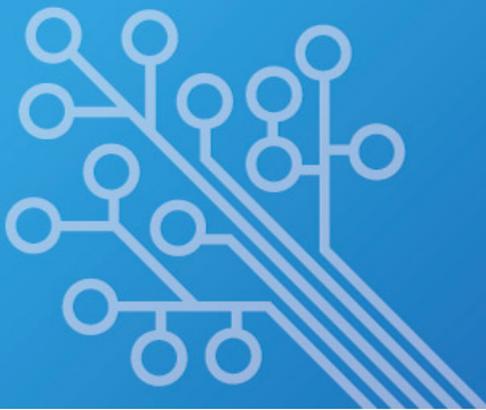
University of Lorraine.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

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. Thus, the objective is to develop smart process in smart cities to make even smarter cities.



LSCLL (Lorraine)

2.2. Brief description of the model. (max. between 200 to 250 words)

Certified since 2010 (4th wave), the Lorraine Smart Cities (LSCLL) is one of the founding members of the living labs's french network, France Living-Labs (<http://www.france-livinglabs.fr/>). Unique in the region, this living-lab is intended to involve users in the conception of products or innovative services amongst others in the field of eco-mobility, energy performance and responsible consumption.

It is piloted by a Strategic Committee made of the University of Lorraine (Resource Center InoCité and the ERPI laboratory), Promotech CEI (Center for Entrepreneurship and Innovation) and exterior people according to the projects (greater Nancy, Entrepreneurs, associations, users,etc...).

Destinated to improve the quality of life of citizens and supporting urban and economic development, the 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.

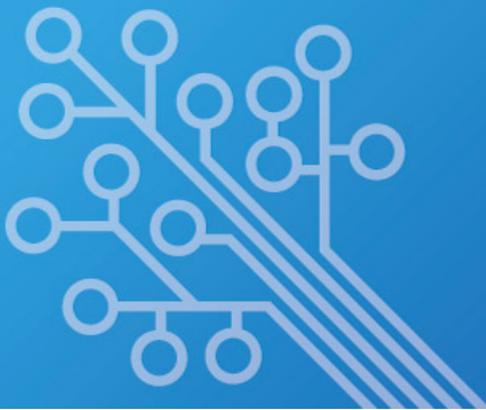
Scenarios are generated with groups of individuals and tests are conducted first at reduced costs, by using simulation, then refinements are obtained by real scale tests, implying citizens in their environment. As an example, the Mlearning project (smart-phone application for teaching yourself English), was tested fist in laboratory conditions, and then evaluated in public areas and under public transport situations.

"La Fabrique" is another example: the purpose is to duplicate on the regional area (eg: "Sillon Lorrain") collaborative spaces which allow with specific technologies (eg: ICT, organisation) the citizens, the technicians of communities, researchers and companies to design together smarter cities.

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.

2.3. Stakeholders

- a) InoCité, is a resource center of the Université de Lorraine, which purpose is to help the search and the development of project with the participation of various actors of the local society. Its major objective is to ensure that the PPPP model (Public Private Population Partnership) conditions are guaranteed in the Living Lab approach.
- b) Promotech CEI is an European Community Business and innovative Centre (Ec-BIC). The main objective of Promotech CEI is to help entrepreneur to develop



LSCLL (Lorraine)

their business based on new type of venture organization/model integrating lead-users as part of the companies.

- c) ERPI, is a research team on innovative processes. ERPI develops tools and methodologies to support a Living Lab approach. It developed a co-design platform based on collaborative methodologies and ICT tools: collaborative space, digital interactive white board, mind map, Face Lab and Eyes Tracker Systems, qualitative and quantitative surveys analyse software, etc.

2.4. Financial resources required for its implementation.

The Lorraine Smart Cities Living Lab received financial help from different public administration levels:

- European: ERDF funds
- National: French state representation in Lorraine (DIRECCTE)
- Regional: Region Lorraine

Private partners can supply financial resources to develop projects based on Living Lab model

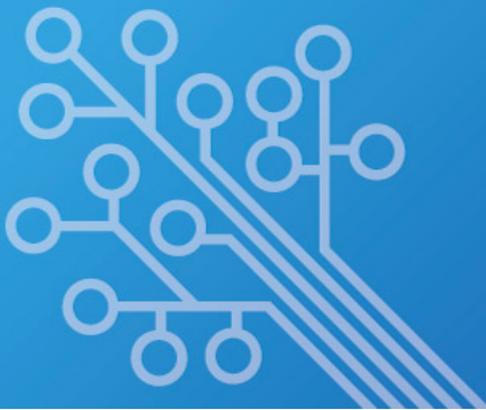
2.5. Key success factors.

Involving of different actors (universities and research centers, public administrations, private enterprises, citizens); 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.

3. EVIDENCE OF SUCCESS

Results and impacts are obtained in:

- a) Industrial projects:
- Mobile Learning: new pedagogic applications on Smart-phones to learn English, developed by students.
 - Pôle verrier (tableware and discharge mould's perspectives): collaborative forecasting.
- b) Urban projects:
- La Fabrique Nancy Grand Coeur: participatory urban project + Space dedicated to participation and collaboration for a sustainable neighbourhoods' area (with researchers, elected representatives, decision-makers, citizens, etc.)
 - Mobility: Urban transport, carpooling and car sharing (regional scale)



LSCLL (Lorraine)

- Workshop of Urban Innovation: Rethinking business parks and industrial parks with their users.
- c) New Ventures co-creation projects:
 - Covivo: (real-time dynamic carpooling): new venture by young entrepreneurs.
 - Create my design.com: new venture by young entrepreneur.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Ing. Dr. Laurent Dupont

Université de Lorraine

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

5. COMPLETED ON

November, 2012.

6. In your opinion :

Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?

The LSCLL is a good example of collaborative model, because all of the strands of the quadruple helix are represented, and work closely together. Citizens especially have an active role in this living-lab: they are not only the beneficiaries (end users) of innovations produced by LSCLL, but they concretely participate (ex: by testing) to the design of new solutions to improve urban development and quality of life.

What is the main feature to be highlighted, in terms of open innovation?

It can be highlighted that original methods, using high-tech IT tools (eye-trackers, collaborative spaces,...) are developed in the LSCLL, in order to:

Lower the cost of experimentations (thanks to numerical simulation)

Collect data and finely analyse the behaviour of people faced to new solutions, in order to validate their acceptability.

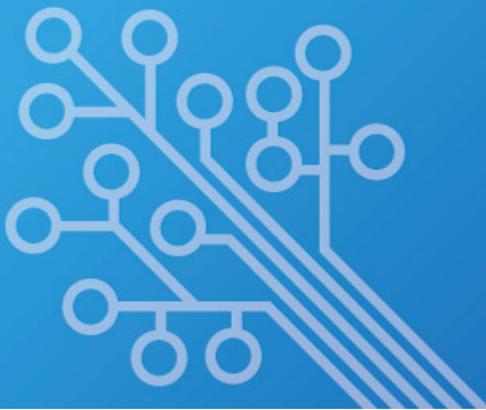
Transferability level of the CM example to other regions? (low/medium/high).

Main advantages/disadvantages for transf.?

High.

Main advantages for transferability to other regions:

The problems related to urban development and quality of life are very similar from one EU region to another, so it seems that what works in Lorraine, could be easily transferred.



LSCLL (Lorraine)

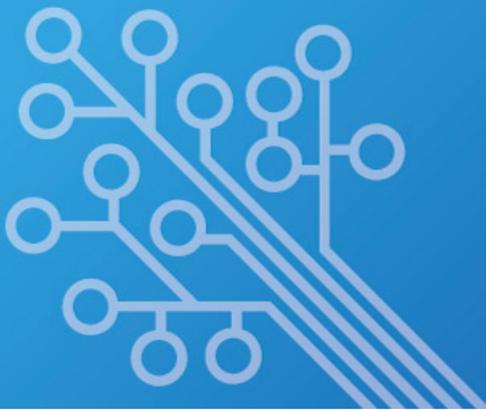
The methods and associated IT technologies, developed in the context of LSCLL, are also very generic, and can be applied to various kind of people, independently of cultural specificities (at least in the European perimeter).

Transferring the LSCLL example to other regions could also boost the emergence of interesting innovations, by exchanging best practices between regions.

Main disadvantage:

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.

The field addressed by the LSCLL is not region-dependant (urban life conditions do not dramatically change from one European Region to another), and tool and methods.



LORFOLIO (Lorraine)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Contribute to the employment by increasing direct links between employers and jobseekers via a regional digital skills portfolio.

1.1. Project Title

Digital skills portfolio in Lorraine.

Summary: 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. First tested with a panel of users, Lordfolio is followed by the Inter-university Laboratory of Education and Communication Sciences of Lorraine since the end of 2009. The project is led by an agency of Region Lorraine (Inffolor). 4,242 people who subscribed to the service.

1.2. Project acronym

LORFOLIO.

1.3. Location (Country/Region)

France/Lorraine.

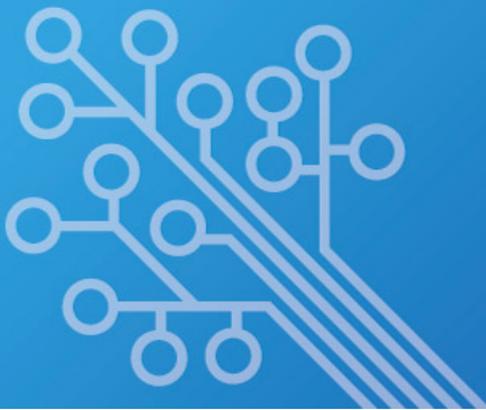
1.4. Promoter (Company/Institution)

Regional Council of Lorraine.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

It is a digital skills portfolio aiming to accompany the professional lives of Lorraine inhabitants. The project is led by an agency of Region Lorraine (Inffolor), associates a lab specialized in education and communication sciences and is dedicated to Job seekers, employees, students, employment and training professionals.



LORFOLIO (Lorraine)

2.2. Brief description of the model. (max. between 200 to 250 words)

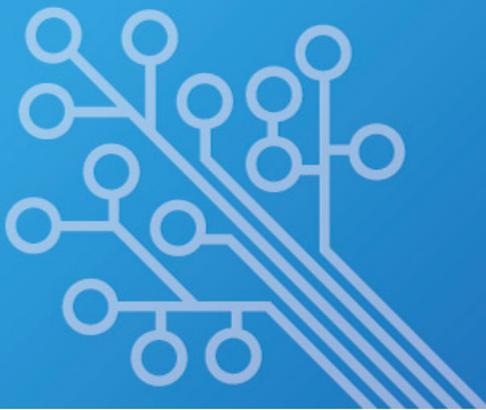
For the Regional Council of Lorraine, the professional careers security of Lorraine inhabitants is one of the major issues of professional training policy which is one of their legal competencies. It is to meet this challenge that the Regional Council of Lorraine provides a digital skills portfolio to the benefit of Lorraine inhabitants: Lorfolio. 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 gather all the documents attesting to his skills acquired by training or experience. Then he can use this tool to value his assets and build new professional projects. First tested with a panel of users, Lorfolio is followed by the Inter-university Laboratory of Education and Communication Sciences (LISEC/University of Lorraine) since the end of 2009.

Job seekers, employees, students, employment and training professionals: almost 900 people representative of the different Lorfolio publics were surveyed via questionnaires and telephone interviews. The Lorraine Region, Inffolor and LISEC goals for this first phase of observations is to analyze the ergonomics of the tool, identify the problematic uses as well as the human mediations necessary for it use.

2.3. Stakeholders

- a) *Citizens*: Job seekers, employees, students or any people who would follow a professional training. Benefits: time, easy use, large dissemination of the information.
- b) *Public authorities*: the Regional Council of Lorraine supports the project and the agency Inffolor. French State also.
- c) *Private companies*: They are directly beneficiaries because they can consult all the files uploaded and filled out online. Thus, they can easily find people who can match their research criteria.
- d) *S&T Actors*: LISEC lab is thinly associated to the project (design phase and current phase).



LORFOLIO (Lorraine)

2.4. Financial resources required for its implementation.

Region Lorraine, ERDF.

2.5. Key success factors.

Number of people who signed up in order to create a personal file. Number of people who found a job or a relevant training via this online portfolio.

3. EVIDENCE OF SUCCESS

- 900 people surveyed in order to design the project.
- 1 new software (Lorfolio).
- 4,242 people who subscribed to the service.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Joseph BRUNO

Regional Council of Lorraine

Joseph.Bruno@lorraine.eu

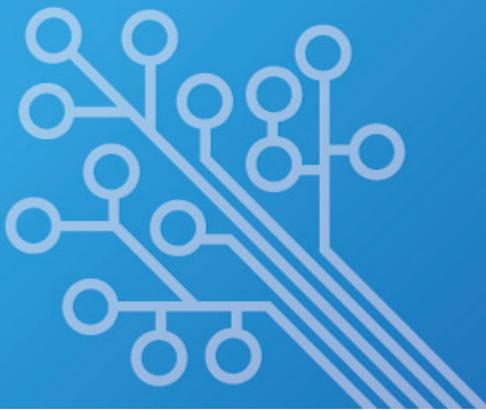
<http://www.lorraine.eu>

5. COMPLETED ON

November, 2012.

6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**
It is innovative because this digital portfolio enables an easier to connect companies with jobseekers.
- **What is the main feature to be highlighted, in terms of open innovation?**
The project is open and entirely supported by Regional Council. Note that a laboratory accompanies the project.
- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**
Easy.
Only the costs of implementation.



e-ICALOR (Lorraine)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Decrease hospitalizations and cardiovascular deaths by the setup of a shared medical digital file which enables a better monitoring of the patients.

1.1. Project Title

Shared Medical Digital File in Lorraine.

Summary: This 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.

ICALOR was found in 2006 for the treatment of heart failure patients in Lorraine. It is an association with medical professional peoples and patients' representatives. Currently, ICALOR includes more than 3,000 patients. More than 1,600 professionals have joined it, nurses and GPs mainly.

1.2. Project acronym

e-ICALOR.

1.3. Location (Country/Region)

France/Lorraine.

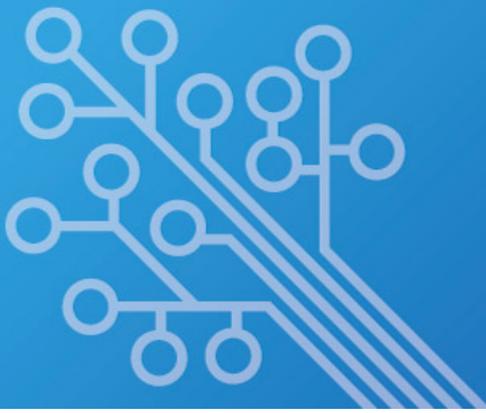
1.4. Promoter (Company/Institution)

ICALOR.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

This 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. ICALOR is an association with medical professional peoples and patients' representatives.



e-ICALOR (Lorraine)

2.2. Brief description of the model. (max. between 200 to 250 words)

Early detection of alerts signs is one of the priorities of an ill people support network. Using shared digital files helps to improve monitoring processes improved by the networks and convince professionals.

Icalor was found in 2006 for the treatment of heart failure patients in Lorraine. Objectives: reduce hospitalizations and improve quality of life through regular home monitoring by a liberal nurse and therapeutic education. 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.

Icalor now included more than 3,000 patients. More than 1,600 professionals have joined it, nurses and GPs mainly.

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, patient education).

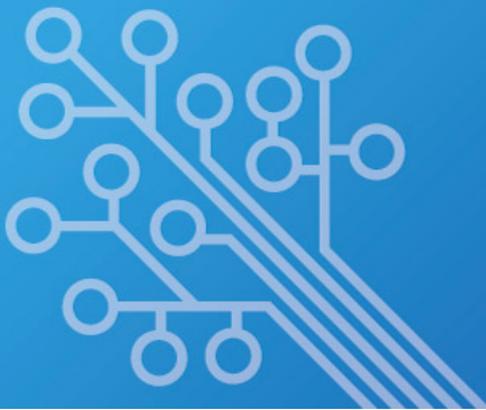
Its main advantage lies in its system of automated alerts on clinical and biological data (weight, blood pressure, edema, INR, etc) based on predefined indicators: it then allows the early detection of signs of descompensation of the patient following nursing visits. Integrated messaging allows the nurse 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.

In 2009, 25% of visits generated an alert. All alerts are processed by the network and 80% are within an average of support less than 1 day

2.3. Stakeholders

- a) Citizens: Patients with heart failures.*
- b) Public authorities: the Regional Council of Lorraine, Health Regional Agency...*
- c) Private companies: Diatelic who setup the DMP and all liberal medical actors who participate to the network*
- d) S&T Actors: ICALOR is hosted at the Hospital University Center of Nancy (CHU). Many people in ICALOR board are also CHU's professors.*



e-ICALOR (Lorraine)

2.4. Financial resources required for its implementation.

Region Lorraine, Health Regional Agency.

2.5. Key success factors.

Decrease of hospitalisation due to a better monitoring of the patients.

Decrease of number of deaths by heart failure in Lorraine.

3. EVIDENCE OF SUCCESS

- 2620 health professional members (1466 nurses, 874 GPs, 144 cardiologists and 136 others (dieticians, physiotherapists...));
- 3000 patients whose 1 500 actives;
- 3500 trained health professionals;
- 40,000 nursing home visits by nurses in the framework of the project;
- 40% reduction of hospitalizations.

All these good results are due by monitoring at home by nurses trained in therapeutic and heart failure education closest to the patient's home.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

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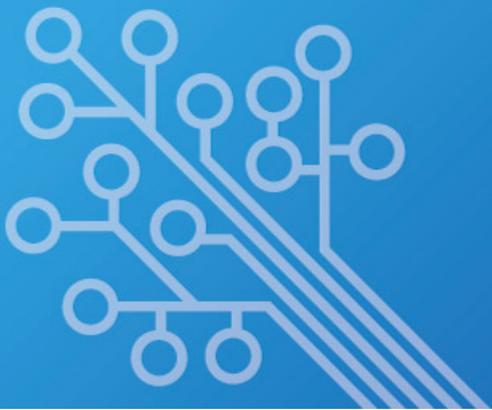
<http://www.icalor.fr/>

5. COMPLETED ON

November, 2012.

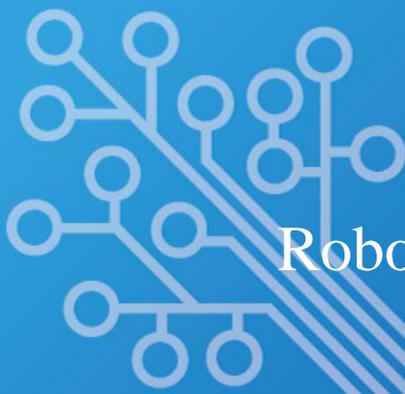
6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**
Digital file linking patients and private and/or public doctors, nurses, etc....
- **What is the main feature to be highlighted, in terms of open innovation?**
The monitoring of the project is done by a board composed of health actors, nurses, patients' representatives, liberals, public authorities....



e-ICALOR (Lorraine)

- **Transferability level of the CM example to other regions? (low/medium/high).
Main advantages/disadvantages for transf.?**
Easy.
Main difficulty: The adhesion of each actor to the project.



Robotic Surgery Diploma (Lorraine)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Increase the quality of surgical interventions by a performed simulation system and e-learning courses.

1.1. Project Title

Robotic Surgery Diploma.

Summary: 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.).

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.

1.2. Project acronym

1.3. Location (Country/Region)

France/Lorraine.

1.4. Promoter (Company/Institution)

Surgery School Nancy (University Lorraine).

2. COLLABORATIVE MODEL PROJECT INFORMATION

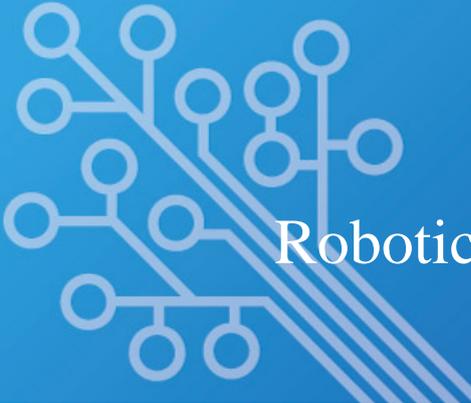
2.1. Objectives

At Nancy, the surgery school proposes an Inter-University Diploma. Training sessions on simulators, theory, interventions by specialists: an intensive programme for medical professionals who wish to master a leading edge surgical technique.

2.2. Brief description of the model. (max. between 200 to 250 words)

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.



Robotic Surgery Diploma (Lorraine)

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.

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

2.3. Stakeholders

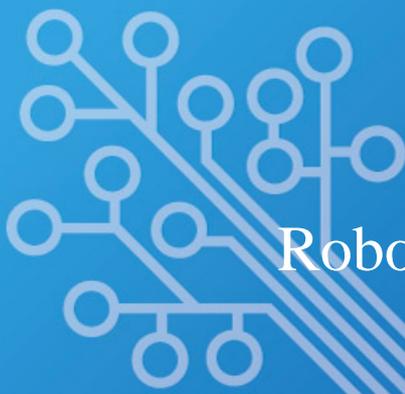
- a) *Citizens*: the patients benefit from the progress in robotic surgery thanks to a better training of the surgeons.
- b) *Public authorities*: the Regional Council of Lorraine supported the implementation of the training. The benefit for the territory is to become a known place in the field of robotic surgery.
- c) *Private companies*: Inventive Society is directly involved in this project (not only during the implementation of the training but still today with the assistance proposed by the society).
- d) *S&T Actors*: Surgery School of Nancy proposes trainings but not only. Research activities are also developed by this structure and almost all the professors are too researchers. It enables 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)

2.4. Financial resources required for its implementation.

Region Lorraine, Inventive society and University of Lorraine (via Surgery School) supported the project.

2.5. Key success factors.

Number of trained students. Indirectly, increase of the quality of surgical interventions thanks to the training.



Robotic Surgery Diploma (Lorraine)

3. EVIDENCE OF SUCCESS

- Development of a specific technology: Davinci S robot.
- Number of trained people by category: Since 2008, 169 (122 surgeons, 37 nurses, 10 engineers).

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

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<http://www.ecoledechirurgie-nancy.fr/?lang=en>

5. COMPLETED ON

November, 2012.

6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

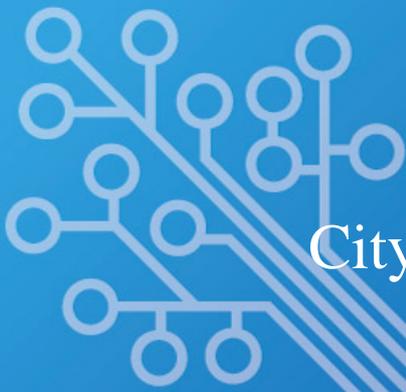
Regional Council supported the launch of the project because its innovative feature in the field of innovative training. The link between the school and the SME is particularly interesting (device monitoring and advices).

- **What is the main feature to be highlighted, in terms of open innovation?**

Link between the school and the SME.

- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**

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



City2020 (North Rhine-Westphalia)

North Rhine-Westphalia (DE).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Overcome infrastructural barriers concerning powerful internet connection in small urban areas, initiate a collaboration between the “right” actors in a project dedicated to broadband expansion.

1.1. Project Title

Pilot Project City2020.

Summary: City2020 is a fiberglass 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.

1.2. Project acronym

City2020.

1.3. Location (Country/Region)

Germany/North Rhine-Westphalia.

1.4. Promoter (Company/Institution)

HeLiNet

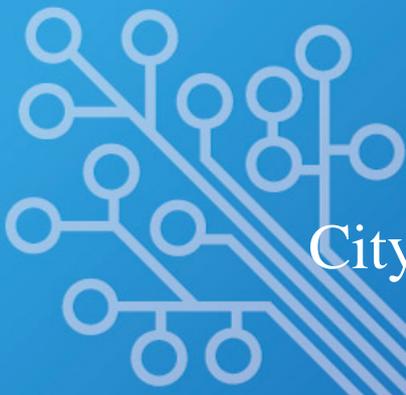
2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

The aim of the project City2020 is the sustained infrastructural appreciation by fiberglass network.

Context:

- North Rhine-Westphalia pursues the superordinated broadband strategy to expand a powerful broadband infrastructure, which supplies gaps between population, economy and administration.



City2020 (North Rhine-Westphalia)

- Short-term: basic supply to broadband with a download capacity of at least 2 Mbit/s
- Long-term: up to the year 2020 the area-wide coverage in North Rhine-Westphalia with future-proof fiber optic connectors, which make it possible to achieve a download speed of 100 Mbit/s and more.

2.2. Brief description of the model. (max. between 200 to 250 words)

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.

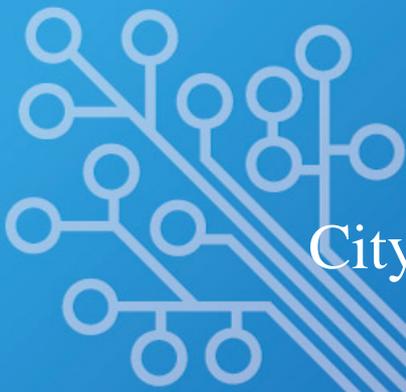
To promote the broadband infrastructure in the different project areas, every city built an own collaborative business combination and focused on their individual goals.

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.

The cooperation of local acting stakeholders, which pursue the same goal, can be transferred to any other region in Germany and Europe or other continents. Due to the focus of achieving a target for a relatively small area, the project participants can experiment without inflicting too much damage, if they commit errors. So the participants have the opportunity to collect experiences in a new technological or other innovative field and can expand this knowledge for future oriented plans. Furthermore a demand-oriented regional collaboration boosts fast achievement of set aims, because all involved stakeholders are interested in a smooth and successful process.

2.3. Stakeholders

- a) *Cities*: The involved cities support the work on civil engineering in their municipality. They were planning and supporting all administrative matters.
- b) *Energy suppliers*: The municipal energy suppliers execute construction and installation work.
- c) *Telecommunication service provider*: The telecommunication service provider HeLi NET uses the fibreglass infrastructure to offer local telecommunication services. HeLi NET pooled the different local service providers (LünTel, GSWcom and HAMCOM) and occurs under the common brand HeLi NET.



City2020 (North Rhine-Westphalia)

d) *Benefits for the citizens:* Lünen as a former mining town is familiar with rapid developments. It is a changing city, which sets on renewal and progress. Circulation, Energy and health are the economic future and growth sectors in Lünen. Hamm is known for its good transport connections and has emerged as a major logistics center in the east of the Ruhr. In future the advantage of the location Hamm should not only be the good transport connection but also the fast information highway. The fiberglass project provides the city an important technical advance in the region. And Kamen focuses on the citizens who like to live in the city and who identify with their homeland. The goal is to receive the quality of life for the people to keep the citizens in this region. For this reason Kamen must continue to develop the city infrastructure – the project “City2020” was a possibility with good prospects to do so.

2.4. Financial resources required for its implementation.

The project was financed by the involved stakeholders and supported the special regional needs.

2.5. Key success factors.

Success factors of the superordinate broadband strategy of North Rhine-Westphalia:

- The provincial government sees an opportunity in using the possibilities of cooperation between different infrastructure managers in NRW to reduce macro- and microeconomic costs.
- If it is possible the providers have to use existing infrastructures to avoid redundant investments. The federal Ministry of Economy and Technology developed an infrastructure atlas, which is constantly evolving (<http://www.zukunft-breitband.de/BBA/Navigation/breitbandatlas.html>). North Rhine-Westphalia supports the construction of that atlas.
- An easy accessible network and platform should be realized, which on the one hand gives information and advices and on the other hand forces the networking process between interested stakeholders.

The implementation of the broadband strategy can only be done together with all stakeholders. This includes businesses, communes, rural districts, district councils, provincial government, associations and organizations.

3. EVIDENCE OF SUCCESS

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 gain to take the following measures:



City2020 (North Rhine-Westphalia)

- From the pilot project to the brand: The business leader of HeLi NET launched the platform City2020-Consulting (<http://www.city2020-consulting.de>), which consults communes and companies in the implementation of fibreglass networks.
- Collaboration in an open access business model: An open access business model is characterized by voluntary granting of network access. Infrastructure, network providing and supply of services are co-existing business fields and can be served by different providers. In the Collaboration model of HeLi Net and Telemark, the telecommunications service provider uses the existing fibreglass infrastructure of the network operator Telemark, to supply the population of the cities Menden, Iserlohn and Lüdenscheid with telecommunication services.
- Founding a federation: Together with eight telecommunications service providers HeLi Net founded in 2009 the “Bundesverband Glasfaseranschluss e.V.”, a German Association which provides the expansion of fibreglass. The Association has its headquarters in Cologne and counts currently over 40 member companies. They plan and build fibreglass networks in whole Germany, in Belgium and in Austria and deliver technological components and contents. Up to the year 2015 the number of connected households should be about 1,8 Million. Therefore investments in amount of 1,2 thousand millions are made.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

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HeLi NET Telekommunikation GmbH & Co. KG

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<http://www.city2020.de>

5. COMPLETED ON

July, 2012.

6. In your opinion :

Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?

The project City2020 is a good example, because it addresses a highly relevant topic in terms of political, societal and economic aspects: broadband expansion in North Rhine-Westphalia. This challenge can only be tackled by local specific approaches which meet the citizens' needs appropriately. The collaboration of the involved actors – city councils, the municipal energy suppliers and the telecommunications service



City2020 (North Rhine-Westphalia)

providers – represents an innovative form of cooperation, because it has delivered one solution - high-speed internet– to three different cities with different needs by initiating novel cooperations of local politicians, companies and energy suppliers.

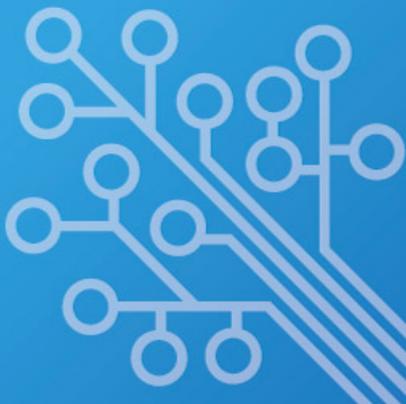
What is the main feature to be highlighted, in terms of open innovation?

The project City2020 provides an example of collaboration in an open access business model which is characterized by voluntary granting of network access. The three business areas addressed within the project, infrastructure, network providing and supply of services, can be served by different providers in other areas. For example, in the collaboration model of HeLi Net and Telemark, the telecommunications service provider uses the existing fiberglass infrastructure of the network operator Telemark, to supply the population of the cities Menden, Iserlohn and Lüdenscheid with telecommunication services.

Transferability level of the CM example to other regions? (low/medium/high).

Main advantages/disadvantages for transf.?

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.



TESTBED Skåne (Öresund)

Öresund (SE).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

1.1. Project Title

TESTBED Skåne

1.2. Project acronym

Testbed Skåne

1.3. Location (Country/Region)

SE/Skåne

1.4. Promoter (Company/Institution)

Cluster 55°

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

To explore innovation procurement strategies by introducing new technological solutions to societal challenges using pitching events to bring public institutions and companies together.

2.2. Brief description of the model. (max. between 200 to 250 words)

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. 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 others 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 efficiently 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.

2.3. Stakeholders



TESTBED Skåne (Öresund)

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.

2.4. Financial resources required for its implementation.

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.

2.5. Key success factors.

Finding matches and new solutions for public institutions and giving companies an opportunity to explore the market of public institutions.

3. EVIDENCE OF SUCCESS

So far the testbed has held 10 succesful 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 testcase.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

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Sustainable Business Hub
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Zirro – InControl. (Öresund)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

1.1. Project Title

Zirro – InControl.

1.2. Project acronym

Zirro.

1.3. Location (Country/Region)

SE/Skåne

1.4. Promoter (Company/Institution)

Cluster 55°

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

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.

2.2. Brief description of the model. (max. between 200 to 250 words)

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 consortium consists of ICT clusters working with mobile and wireless technologies, ICT companies, Regional business organisation - Teknopol and Food innovation network - Livsmedelsakademin and the organisation New tools for health. Also students from Malmö polytechnic school are involved to create new application. 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. The challenges have been identified in a pre-study in the Zirro Network together with actively involved diabetics.

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.



Zirro – InControl. (Öresund)

2.3. Stakeholders

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. They benefit from gaining new knowledge that may lead to IP rights.

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. Also larger companies working within health 2.0 such as ST Ericsson are involved.

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.

2.4. Financial resources required for its implementation.

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

2.5. Key success factors.

Commercializing the research and the data collected in the project by getting companies engaged in the project and securing that the demands and needs of the users (patients) are reflected in the final products and services.

3. EVIDENCE OF SUCCESS

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.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

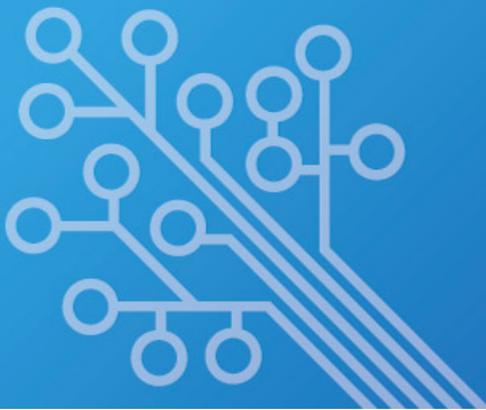
Marianne Larsson

Teknopol

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http://www.zirrodiabetes.se/om_projektet/

5. COMPLETED ON



ASSISTANT (Romania)

South-East (RO).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Will 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.

1.1. Project Title

Diffusion of services supporting innovation capacity of SMEs through communication, understanding and cooperation.

Summary:

- *European project (2010-2012).*
- *Objective: 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:*
 - a) *Open Doors Day type event at national level in the 1st year of the implementation of the project;*
 - b) *Open Doors Day type event at regional level (4 in total).*

The events covered all the regions of the country and were organized, in turns, by each partner of the consortium.

1.2. Project acronym

ASSISTANT.

1.3. Location (Country/Region)

Romania/4 macro regions: SC IPA SIFATT Craiova (macro regions 3 and 4); SC IPA Galati/South-East Region (macro region 2); INCIA Cluj-Napoca (macro region 1).

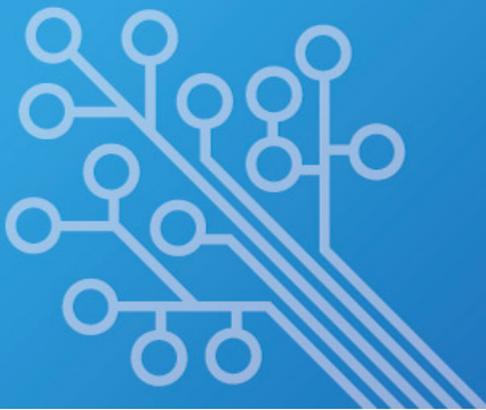
1.4. Promoter (Company/Institution)

SC IPA CIFATT Craiova.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

The overall objectives of the project are:



ASSISTANT (Romania)

- Consolidation of the role and visibility of the Enterprise Europe Network in the European regions. The proposed project refers to Romania formed of 4 macro regions represented in Enterprise Europe Network by 4 consortia: RO 4 EUROPE, BISNet Transilvania, ERBSN and PRO SME BISNET.
- 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.

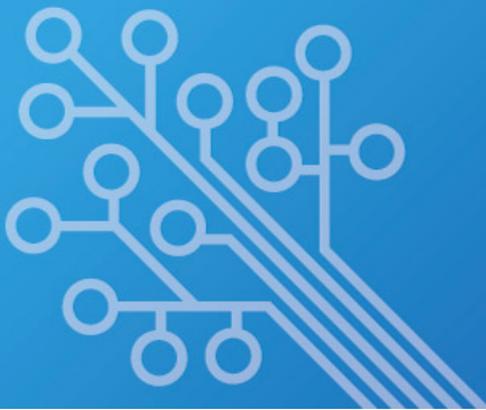
Specific objectives:

- 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.

2.2. Brief description of the model. (max. between 200 to 250 words)

The project is structured in 5 work packages. Three of them are work packages that represent the central and the execution part of the project and the other two work packages comprise activities that act horizontally and are extended on all the implementation period of the project:

- WP1: Mapping and documentation of services supporting innovation capacity of SMEs - to strengthen the innovative capacities of SMEs and their ability to take advantage from the support services in their benefit;
- WP2: Organising of the national event “Open Doors Day – SMEs closer to Innovation” to bring together innovative SMEs and providers of support services - to improve the relationship between SMEs and the providers of services supporting innovation in SMEs; to stimulate the growth of innovation level in SMEs;



ASSISTANT (Romania)

- WP3: Organising of the regional events “Open Doors Day – Regional SMEs closer to Innovation” in the 4 macro-regions of Romania - to stimulate the growth of innovation level in regions;
- WP4: Promotion of the project initiatives and results - to make visible the project, its mission and the means to complete it; to identify the most adequate communication channels and instruments;
- WP5: General management of the project - to carry out the project planning, budgeting and control activities; to coordinate the knowledge flow within the project and outside the project.

Project period: May 2010 – May 2012.

Project coordinator: SC IPA CIFATT Craiova;

Project partners: SC IPA, Subsidiary Galati;

INCDO-INOE2000, ICIA Subsidiary, CENTI department;

Voluntary participation: Polytechnic University of Bucharest.

2.3. Stakeholders

- a) *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.
- b) *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;
- c) *Society*: stimulate the growth of innovation level in regions;

2.4. Financial resources required for its implementation.

The project was financed by the European Commission through the Competitiveness and Innovation Framework Programme (CIP).

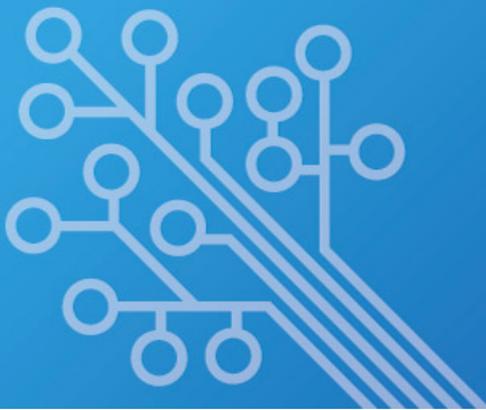
2.5. Key success factors.

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.



ASSISTANT (Romania)

3. EVIDENCE OF SUCCESS

- Elaboration of a document of guide type for services, tools and support mechanisms for innovative SMEs;
- Increasing the efficiency of support services for SMEs;
- Increased innovation capacity of SMEs;
- Increase awareness of the need for development of SMEs through innovation;
- Recommendations to policy makers in order to improve national capacity for innovation.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Simona Clara Barsan.

CENTI Technology Transfer.

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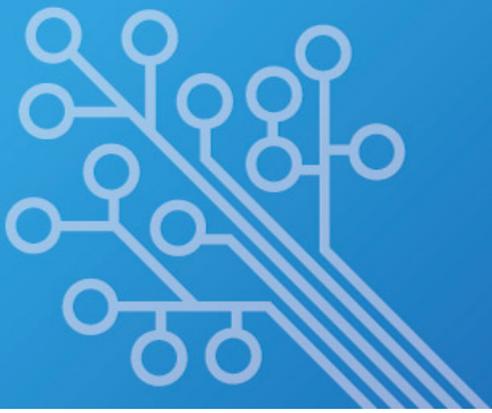
www.centi.ro

5. COMPLETED ON

September, 2012.

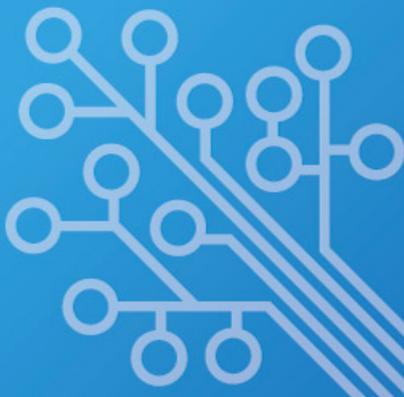
6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**
Open Days is a cooperation platform linked with Open Innovation. The stakeholders, companies and service providers, identify the needs/gaps to be covered and priorities at regional level. This way of sharing knowledge and openly collaborating with each other is innovative for stakeholders.
- **What is the main feature to be highlighted, in terms of open innovation?**
SMEs with innovative potential and service providers meet, discuss and share information, business ideas and enter into practical cooperation. This networking fosters development and encourages further innovation.
- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**
Medium transferability favoured by the guide type document which supports mechanisms for further development of innovative capacities of SMEs in other regions as well.
 - a) Advantages: a collaborative platform linked to Open Innovation.



ASSISTANT (Romania)

- b) Disadvantages: depends on the group of SMEs, how open and willing to cooperate, inputs within the group.



Boussole CSR (Romania)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

With the last economical crisis, it is important for SMEs to enhance skills and knowledge in order to maintain and develop their business.

1.1. Project Title

Boussole CSR Corporate Social Responsibility.

Summary:

- *European project (2009-2011).*
- *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 enterprises.*

1.2. Project acronym

Boussole CSR.

1.3. Location (Country/Region)

Romania/South-East Region; Bulgaria; France; Italy and Spain

1.4. Promoter (Company/Institution)

CCI Dobrich/Bulgaria.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

- 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;



Boussole CSR (Romania)

- To contribute to the development of informal learning communities, designing and realizing the Boussole CSR Platform;
- To implement the participation of SMEs in lifelong learning, showing that lifelong learning with this technology can offer solutions to their daily problems, and give new ideas for business and employment opportunities.

2.2. Brief description of the model. (max. between 200 to 250 words)

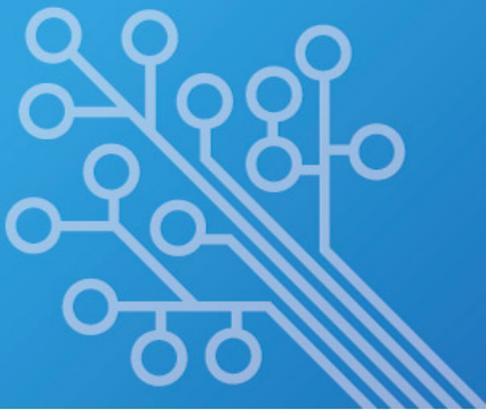
With the last economical crisis, it is important for SMEs to enhance skills and knowledge in order to maintain and develop their business. Traditional training modalities are not adapted enough to SMEs. Time, cost and even contents are the difficulties that SMEs are facing in preventing them to attend training.

Corporate Social Responsibility (CSR) was chosen as a global training content in the project because its implementation demonstrates the positive role that SMEs can play in the society, it can help build trust in the business, increase the competitiveness, contribute to the discovery of new market opportunities, it is also a response to the ecological, social and economical needs. Therefore, in order to fulfil the social, environmental, and economic objectives of CSR, an active contribution of SMEs is vital.

The “Boussole CSR” is a web platform to enable small businesses to learn from each other in the field of CSR. Within the "Boussole CSR" project, the methodology and the contents of a previous project "Learning Boussole", were transferred. Boussole CSR platform is a tool helping companies and entrepreneurs to get oriented within the Corporate Social Responsibility in different ways:

- Presentation of best practices in SMEs, based on the 3 fundamental pillars of sustainable development: economic, social and environmental. The best practices are divided into 4 categories of the Corporate Social Responsibility: markets, workplace, local community, environment;
- Individual way. People could choose their desired level of information: operational, strategic, documentary;
- Guided way. Participation in groups of interests, find the solution arising from the problem, orientate in the problematic of the Corporate Social Responsibility;
- Creation of a network which enables the exchange of experience with other enterprises.

Project period: 01.10.2009 - 01.05.2011



Boussole CSR (Romania)

The project gathered partners from five European countries: Bulgaria/Dobrich/CCI, Romania/South-East Region/Constanta/CCINA, France/Paris/CEFIA, Italy/Rome/ANTARES and Spain/Barcelona/CRIA.

2.3. Stakeholders

The project focused on 2 main groups of actors:

- a) 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.
- b) 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.

2.4. Financial resources required for its implementation.

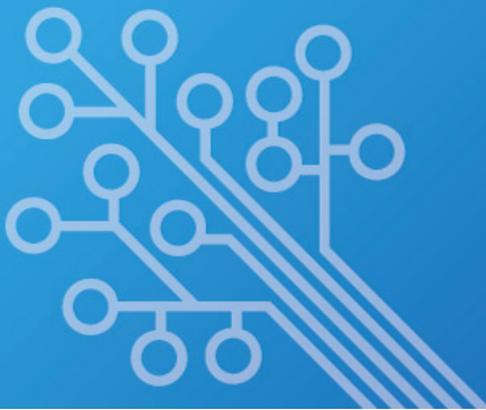
This project was funded with support from the European Commission under Lifelong Learning Programme, Leonardo Da Vinci – Transfer of Innovation.

2.5. Key success factors.

The project was issued from the fruitful collaboration of the European partners working more than 20 years with SMEs and micro-companies, local and territorial authorities on competences of employers and employees management, on CSR and sustainable development. The structure and the type of the partnership was conceived on two dimensions: the responsibility and the mutual cooperation.

3. EVIDENCE OF SUCCESS

- 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.



Boussole CSR (Romania)

- Awareness raising seminars at local and international level - to widespread the results and promote the Responsible entrepreneurship and its advantages for the companies, the community and the society.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Vesselina Stoyanova, Project coordinator.

Adriana Barothi/RO

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barothi@ccina.ro

www.boussolecsr.eu

5. COMPLETED ON

September, 2012.

6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

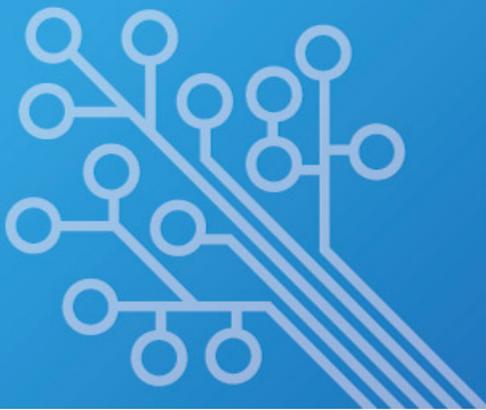
Boussole CSR is an educational platform enabling companies and entrepreneurs to share experience and knowledge in the field of CSR by means of transfer of best practices, participation in groups of interests designed in 4 directions of the compass: Marketplace, Workplace, Local Community, Protection of Environment.

- **What is the main feature to be highlighted, in terms of open innovation?**

Open Innovation is highlighted through this web platform where ideas and knowledge are openly discussed among the stakeholders

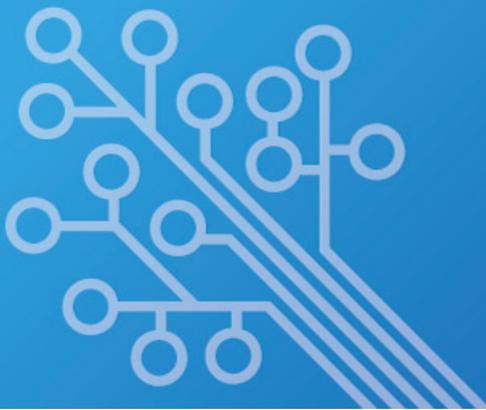
Some important features should be emphasised:

- Raising awareness of Responsible Entrepreneurs in an interactive and collaborative way – learning from others – presentation of good practices, exchange of experience, groups of interests;
 - Tailored informal learning methodologies to local actors, SMEs by means of a virtual learning space
 - Opportunities of implementing networking competencies and skills.
- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**
Transferability to other regions is high. The best practices can be imported / exported individually or in a guided way:
 - a) Advantages: web platform is open to wide communication. Active contribution of SMEs is vital.



Boussole CSR (Romania)

b) No disadvantages



1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Will improve the fish quality and fish products, food production in safe conditions.

1.1. Project Title

Innovative biotechnologies to obtain and process fish products safe for consumer health.

Summary:

- *European project (2008-2011).*
- *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.*
- *Project activities: data processing and analysis; designing innovative technologies to obtain fish products using enzymatic preparations; preparation and publication of scientific papers.*

1.2. Project acronym

BIOSIG.

1.3. Location (Country/Region)

Romania/South-East Region.

1.4. Promoter (Company/Institution)

ICDEAPA Galati.

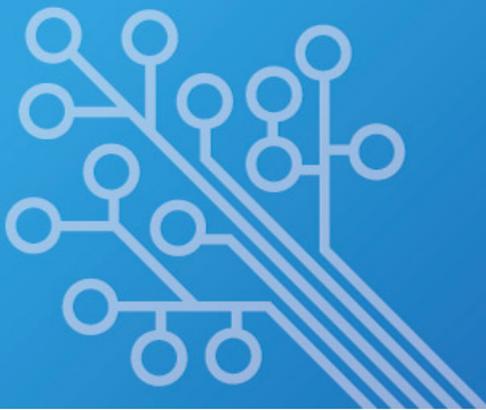
2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

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.

Project specific objectives:

- Study of biotechnology to obtain and process fish.
- Development and implementation of a market research on safety conditions to obtain and process fish, benefits of fish and fish products consumption.



Biosig (Romania)

- Development and evaluation of innovative technologies to obtain and process fish and fish products that are safe for consumer health: in terms of technical performance, environmental and economic impact.

2.2. Brief description of the model. (max. between 200 to 250 words)

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.

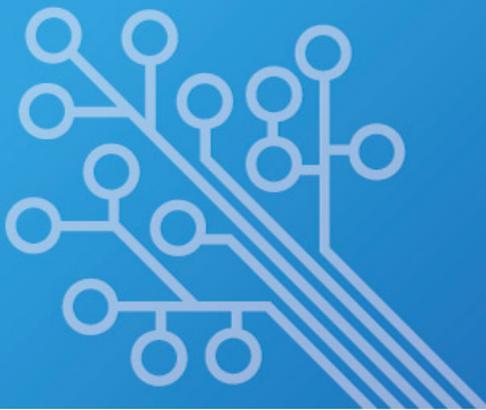
Project activities:

- 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 results through promotional materials, project website, innovative technologies handbook for obtaining and processing fish, participation in national and international conferences and workshops organized.

Project period: 2008-2011

Project coordinator: Institute for Research and Development for Aquatic Ecology, Fishing and Aquaculture Galati (ICDEAPA Galati) - South-East Region;
Project partners: "Dunarea de Jos" University Galati - South-East Region; University of Agronomic Science and Veterinary Medicine Bucharest (USAMV Bucharest); ICA Research & Development SRL Bucharest (SC ICA R&D Bucharest).

2.3. Stakeholders



Biosig (Romania)

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

2.4. Financial resources required for its implementation.

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 6.1.3 "Creating new technologies for food production with a maximum safety on the human health".

2.5. Key success factors.

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

3. EVIDENCE OF SUCCESS

- A market research of regional interest: "The safety and benefits of fish and fish products produced for consumer health".
- A market research of national interest: "Innovation and new fish products development".
- Development and evaluation of two innovative technologies to obtain fish and fish products.
- 8 scientific papers in ISI (JEPE), B+, BDI magazines.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Paltenea Elpida.

ICDEAPA Galati.

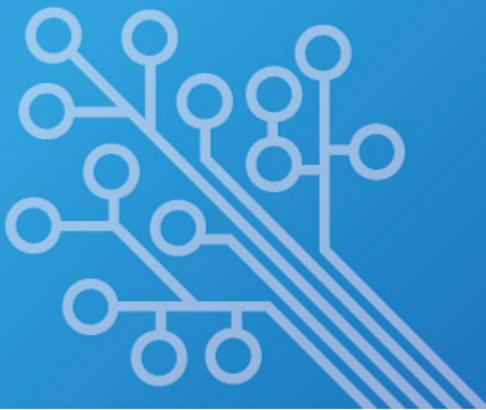
e_paltenea@yahoo.com

<http://www.icdeapa.ro>

5. COMPLETED ON

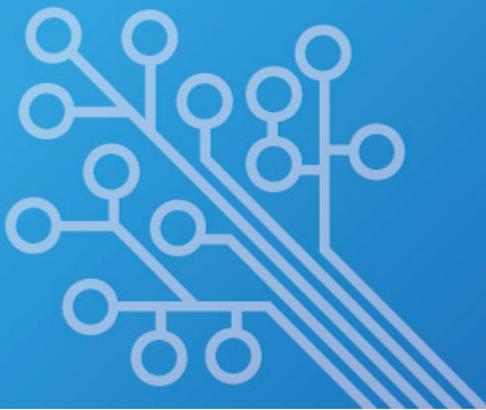
September, 2012.

6. In your opinion :



Biosig (Romania)

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**
The multidisciplinary partnership sharing risks and success (R&D, educational units, public administration, SMEs, experts in aquaculture technologies) makes this project a good example of collaborative model.
- **What is the main feature to be highlighted, in terms of open innovation?**
Designing innovative technologies in fish processing by sharing knowledge and combining skills and capabilities within the large partnership highlights open innovation.
- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**
The transfer can be easily performed depending on the commitment and willingness of the stakeholders:
 - a) Advantages: the triple helix partnership can build the skeleton of a cluster
 - b) Disadvantages: it is not easy to build consensus within such a partnership and be efficient



IPR for SEE (Romania)

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Will develop partnerships on matters of strategic importance to improve territorial integration, social and economic life and contribute to cohesion, stability and competitiveness.

1.1. Project Title

Intellectual Property Rights for SEE.

Summary:

- *European project (2009-2011).*
- *Objective: boosting SMEs' competitiveness in the South East Europe Area, developing and deepening the awareness and usage of Intellectual Property Rights protection instruments.*
- *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. 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; IP coaching; IP-Prediagnosis for Creative Industries; Gaining Competitive advantage using IP; Trade Fairs and IP Protection; IP Club.*

1.2. Project acronym

IPR for SEE.

1.3. Location (Country/Region)

Romania/South-East Region; Italy; Austria; Greece; Hungary; Serbia.

1.4. Promoter (Company/Institution)

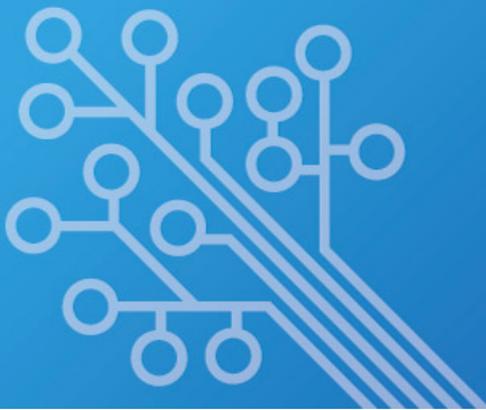
Chamber of Commerce of Venice.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

The main objective of this project is to boost SMEs' competitiveness in the South East Europe Area, developing and deepening the awareness and usage of Intellectual Property Rights protection instruments.

2.2. Brief description of the model. (max. between 200 to 250 words)



IPR for SEE (Romania)

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:

1. IP for new created start-ups - addresses SMEs at start-up or inception phase and aims to increase awareness on IP topics start-ups need to consider;
2. IP Coaching - consists of a network, coached and managed by the service provider;
3. IP-Prediagnosis for Creative Industries - applies the counseling and consulting concept of IP Prédiagnosis to the specific case of IP usage focusing on a more in-depth version of IP Prédiagnosis and on the special needs of the Creative Industries;
4. Gaining Competitive advantage using IP - to raise awareness on possibilities to use IPR not only for protection, but also for adapting/changing business models employed;
5. 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 (copying, counterfeiting and other IP infringements);
6. IP Club (creation of a “club” of companies) - consists of a network, coached and managed by the service provider.

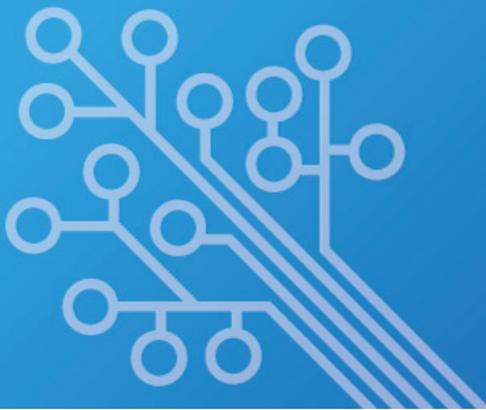
Project period: 02.12.2009 - 02.12.2011.

Project coordinator: Chamber of Commerce of Venice

Project partners: 10 partners from 6 countries (Italy, Austria, Greece, Hungary, Romania and Serbia). The Chamber of Commerce of Constanta and University Ovidius of Constanta from the South-East Region of Romania were partners in this project.

2.3. Stakeholders

- a) *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.
- b) *Universities and Research Centers:* cooperate to ensure quality of the action and operation, diffuse the standard application, and promote innovation and research.



IPR for SEE (Romania)

- c) *Firms*: with a higher maturity level in terms of IPR usage and a higher awareness level on IPR topics.
- d) *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.

2.4. Financial resources required for its implementation.

IPR for SEE project was financed under the Transnational Cooperation Operational Programme South East Europe 2007-2013 and is placed on axis 1 "Facilitation of Innovation and Entrepreneurship", area of intervention 1.2 "Develop the enabling environment for innovative entrepreneurship".

2.5. Key success factors.

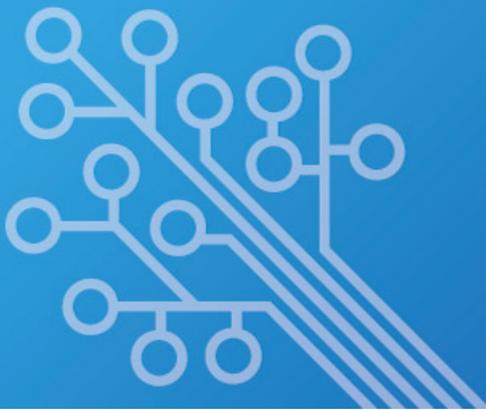
SMEs are in the position to increase the stakeholders IPR knowledge easily by means of taking part in the services and, on the other hand, service providers can enlarge their IPR service portfolio.

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.

3. EVIDENCE OF SUCCESS

- 6 innovative services for the Protection of Intellectual Property Rights for local Small and Medium Enterprises have been provided in more than 350 SMEs through all the project partners.
- Development of innovative and multilingual e-learning modules to train and upgrade operators.
- Learn from IPR good practices and consequently improve the knowledge and the awareness level of SMEs involved.
- Promote SMEs Research and Innovation and support relations among Universities and Research Centres.
- Make SMEs more independent in the search of their own IP protection strategy;
- In the Venice province, more than 35 SMEs benefitted from the services, dedicated to the start-up SMEs and to those enterprises which work with International trade fairs.



IPR for SEE (Romania)

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

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een@ccina.ro

www.iprforsee.eu

5. COMPLETED ON

September, 2012.

6. In your opinion :

- **Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?**

The project puts together a large variety of entities/stakeholders from 6 countries: SMEs with a low/medium level of maturity in terms of IPR usage and topics, firms with a higher level of maturity, universities and research centres and companies of creative industry. All these entities collaborate and exchange ideas, promoting technological transfer and encouraging innovation processes within the specific training sessions which are meant to identify and develop 6 innovative services. All these stakeholders are linked through their interest in protecting their own intellectual property rights in the fields of designs, copyrights, moral rights etc.

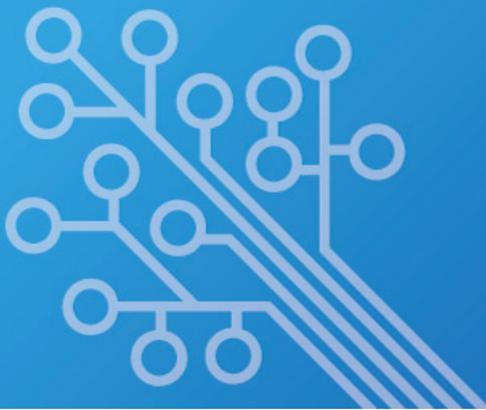
- **What is the main feature to be highlighted, in terms of open innovation?**

The network helps creating an environment fostering innovative entrepreneurship, developing innovative and multilingual e-learning modules.

- **Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?**

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.

- a) Advantages: a large network created (more than 350 SMEs – stakeholders from 10 partners/6 countries) linked to Open Innovation.
- b) Disadvantages: too large variety of entities working at the same time; the focus on IPR can be diminished.



CART (Tuscany)

Tuscany (IT).

1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

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

1.1. Project Title

Cooperazione Applicatia Regionale Toscana.

Summary: 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:

- a) Interoperability Technological Infrastructure that enables data exchange among information systems of several public administrations. CART is based on standards W3C and OASIS.*
- b) Organizational Model that includes a Community Network of different and several actors (public administrations, universities and research centers, private companies).*
- c) 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.*

1.2. Project acronym

CART.

1.3. Location (Country/Region)

Italy/Tuscany

1.4. Promoter (Company/Institution)

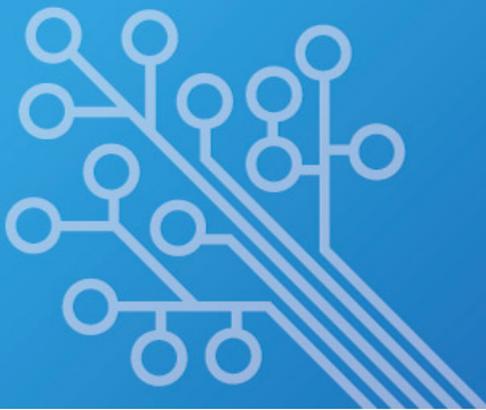
Tuscany Region.

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

Realize integration of public information systems with the aim to supply transparent, efficient and innovative services.

2.2. Brief description of the model. (max. between 200 to 250 words)



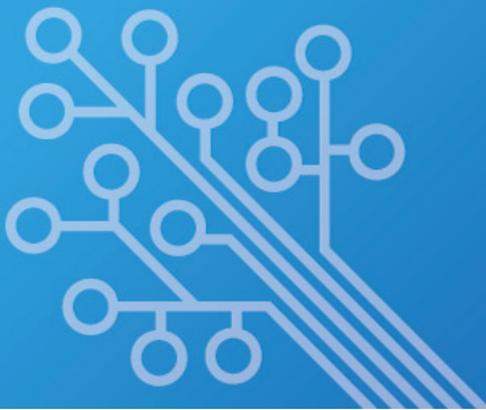
CART (Tuscany)

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. CART is based on standard W3C and OASIS. The sharing messages schema and their meaning is through documents, known as RFC e-Toscana, that contain formalism XML and semantic annotations;
- *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. More in detail, the Community proposes standard (RFC e-Toscana Compliance), cooperate to define service interfaces and in the e-Toscana compliance process of solutions and products. The e. Toscana Compliance Committee, composed of representatives from universities, research centers and local public administrations, ensures governance of e-Toscana Compliance process, promotes the diffusion of standard, certifies the compliance of software to e-Toscana standard, and ensures support to local actors.
- *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.

2.3. Stakeholders

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



CART (Tuscany)

2.4. Financial resources required for its implementation.

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.

2.5. Key success factors.

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

3. EVIDENCE OF SUCCESS

- Interoperable services: 250
- Interoperable applications: 391
- Request For Comment (RFC) – standard or under discussion: 219
- Involved bodies (public administrations, private companies, universities, etc.).
- Exchanged messages/month: > 97.000.000

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

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<http://www.cart.rete.toscana.it/>

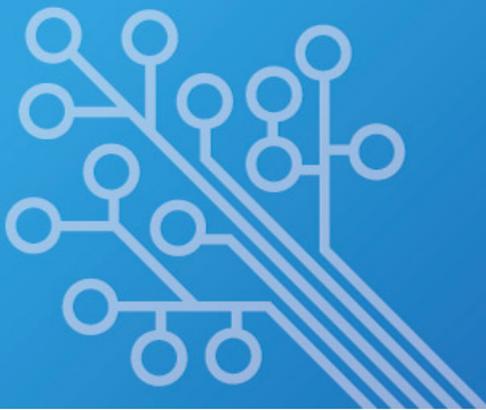
5. COMPLETED ON

July, 2012.

6. In your opinion :

Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?

CART is a good example of collaborative model because allows everybody interested in ICT to participate into the regional innovation process for digitalisation and it stimulates the participation among different typologies of stakeholders: thanks to this model, ICT enterprises and private bodies can contribute in an effective way to design



CART (Tuscany)

and to define standards for services provided by public administrations. This collaboration produces innovation not only with respect of technological aspects (standards, interoperability, etc.) but in the traditional relations model as well (in particular public administrations-private companies).

What is the main feature to be highlighted, in terms of open innovation?

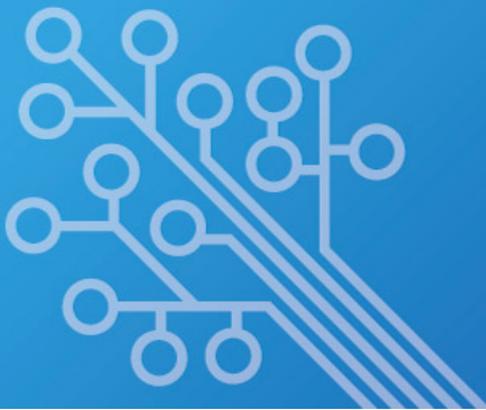
CART allows everybody that has ICT competence to participate in defining standards and open specifications that are public and available for all users in order to promote open services and open government.

In this way:

- model of relations among public administrations and private companies is deeply renovated and more innovative (thanks to this openness, private bodies know how public services works and in this way they can propose the development of front-office products based on back-office public services);
 - all stakeholders, in particular small and medium enterprises, have the same possibility of contributing to the development of the specifications and of participating in the ICT market for public administrations;
- the market of ICT products and services for public administrations becomes more competitive and innovative with significant benefits for the efficiency of public services

Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?

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.



1. COLLABORATIVE MODEL PROJECT GENERAL DATA.

Problem to solve

Collaborative innovation through meritocracy, protection of ideas, and fairness of the reward.

1.1. Project Title

Collaborative problem solving in Pisa Leaning Lab (LILIT)

1.2. Project acronym

LILIT

1.3. Location (Country/Region)

Italy/Tuscany

1.4. Promoter (Company/Institution)

University of Pisa

2. COLLABORATIVE MODEL PROJECT INFORMATION

2.1. Objectives

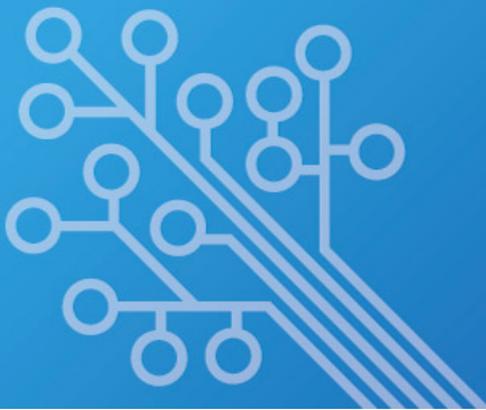
The aim of the project is to use the “Living Labs” approach in the Tuscan companies in order help them in the innovation process. During the last years the design model of the “Living Labs” spread all over the World. The concept is innovation led by the users (<http://www.openlivinglabs.eu>). Their main 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.

LILIT wants to improve the traditional approach of the innovation process thanks to new methodologies, developed before by the involved research organizations. The new desired paradigm of “Living Labs” should generate radical innovation by means of a more collaborative approach, based on efficient and structured methods. These methods have to be applied to different companies, and different problems.

2.2. Brief description of the model. (max. between 200 to 250 words)

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. In particular they allow the collaborative crowdsourcing and ad the tracking of intellectual property.



LILIT (Tuscany)

- 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 (CMS, advanced chat, etc..) 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. By means of this tool, the platform is able to perform an automatic analysis of technical texts. Thus, it can support a wide range of activities of the innovation process, such as the tracking of intellectual property rights (IPR tracking), the management and the retrieval of the information (Information Management And Retrieval), the patent analysis, and the analysis and management of technical specifications.

The platform allows also the company to manage sessions of problem-solving and it enables the creation of a collaborative crowdsourcing environment. In particular, the use of collaborative crowdsourcing allows end users to become not only validators of products and technologies, but also actors and stakeholders of the innovation process (accepting in full the philosophy of Living Labs Europe).

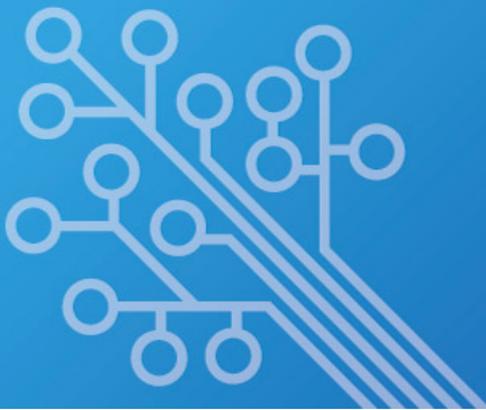
2.3. Stakeholders

The stakeholders of the project are

- *Tuscan Government*, that is the main financing institution of the project. Its main goal is to promote the lead users innovation in the productive environment in Tuscany.
- *University of Pisa* is the co-financing institution. 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.

2.4. Financial resources required for its implementation.

LILIT has been financed by PAR FAS Regione TOSCANA Linea di Azione 1.1.a.3, field: Scienze e tecnologie gestionali e dell'organizzazione.



LILIT (Tuscany)

The total budget is 800.000,00 € co-financed in the amount of 80% by the Tuscany Region itself.

The remaining 20% has been co-financed by the University of Pisa (Department DESTEC (ex DESE) and Department of Computer Science).

2.5. Key success factors.

The system is fully competitive but at the same time meritocratic. The solvers "fight" against each other for the "stakes", but there is not only one winner: all those who have been identified by IPR tracking system can win the prize.

The IPR Tracking System allows the company to effectively and rigorously track the contributions of all participants and to measure the amount of any contribution to the new solutions. Thus the seeker can share the intellectual property rights and any reward in a fair and objective way.

LILIT uses also software for text comparison and text analysis, developed by researchers of the University of Pisa. The software combines insights from different fields: design engineering, mathematics and computational linguistics.

3. EVIDENCE OF SUCCESS

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: from 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.

4. CONTACT DETAILS TO OBTAIN FURTHER INFORMATION

Gualtiero Fantoni

University of Pisa

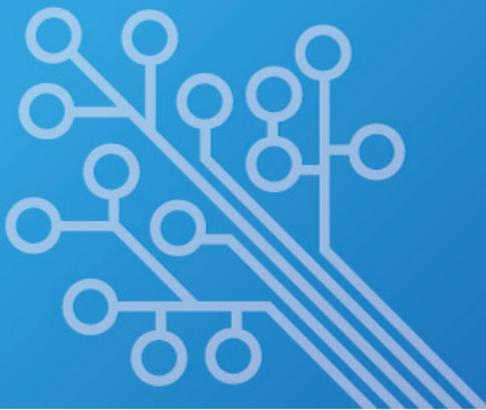
g.fantoni@ing.unipi.it

<http://lilit.itc.unipi.it>

5. COMPLETED ON

February, 2013. Expected delay 6 Months.

6. In your opinion :



LILIT (Tuscany)

Why this is a good example of collaborative model? What is innovative/fresh in terms of collaboration among stakeholders?

The platform aims at maximizing the potentials of web-based collaborative innovation, improving existent initiatives by means of:

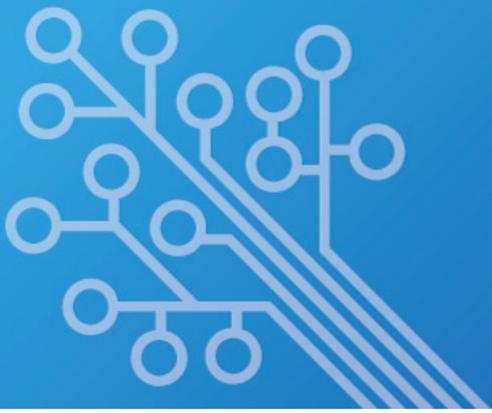
- 1) a dedicated software platform allowing participants to interact each other, according to the “open innovation” paradigm, in various problem solving activities, as well as in product and service development;
- 2) a set of technologies and innovative tools aimed at favoring motivation and creative participation among users, such as:
 - a) crowdsourcing applications and Intellectual Property Right (IPR) tracking systems;
 - b) a search engine that in turn searches, within major search engines, most relevant results related to the contents posted by users. It is a dynamic learning environment that provides a series of visual and ideal cues to boost imagination and suggests new uncharted horizons.
- 3) problem solving and concept design technologies (based on the findings obtained from the scientific research in the field of functional design) supporting and driving users creativity in order to engender systemic innovation;
- 4) an automatic Team Building System, that analyzes problems content and selects best solvers from the community, basing on skills and problem solving attitudes of each individual;

What is the main feature to be highlighted, in terms of open innovation?

The IPR Tracking system is the most valuable feature of the collaborative model. It consists of a set of algorithms based on Natural Language Processing (NLP) that tracks and quantifies the percentage contribution of each solver to the final solution. This allows the fairness of the reward and the protection of ideas, boosts motivation, trust and participation, particularly within wide and heterogeneous communities of experts, solvers and innovators coming from different academic or industrial realities.

Transferability level of the CM example to other regions? (low/medium/high). Main advantages/disadvantages for transf.?

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 University, or more in general a big research institute, that would function as a limitless source of skilled individuals belonging to many different fields. A solid trust



LILIT (Tuscany)

is also necessary, both among all involved stakeholders and towards the approaches adopted for selecting the team, carrying out the discussions and evaluating the final results.

Among the limits it should be mentioned that, despite the evident pursuit of automation and standardization, the platform still needs some human interactions, especially for what concerns problem definition. A correct description of the problems to be discussed and solved is a fundamental prerequisite for a successful problem solving session. Thus, the absence of skilled individuals that support the session owner in the correct definition of the brainstorming/problem solving session, can represent a barrier to the success of the platform.



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For more information,

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