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LEADING DIGITAL BUSINESS
COLLABORATION ACROSS EUROPE

Analysis & Synthesis Report on Pilot Actions



European Union
European Regional Development Fund

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The Interregional Cooperation Programme INTERREG IVC, financed by the European Union's Regional Development Fund, helps Regions of Europe work together to share experience and good practice in the areas of innovation, the knowledge economy, the environment and risk prevention. EUR 302 million is available for project funding but, more than that, a wealth of knowledge and potential solutions are also on hand for regional policy-makers.

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Definition of Acronyms used in DE-LAN documents

B2B:	Business to Business
DBE:	Digital Business Ecosystem
DE:	Digital Ecosystem
DGB:	Digital Government Ecosystem
DNB:	Digitally Networked Businesses
GDP:	Gross Domestic Product
GVA:	Gross Value Added
ICT:	Information and Communication Technology
IM:	Influencers Map
MoU:	Memorandum of Understanding
NUTS:	Nomenclature of Territorial Units for Statistics
PAAC:	Pilot Action Assessment Criteria
PID:	Project Initiation Document
RC:	Regional Catalyst
SME:	Small and Medium-sized Enterprise
SoA:	State of the Art
SWOT:	Strengths, Weaknesses, Opportunities and Threats
VET:	Vocational Education and Training

Introduction

DE-LAN has published a European Good Practice Guide and an Implementation Toolkit (available on www.delanproject.eu) to support regions across Europe in their discovery of the potential of Digital Ecosystems (DEs). These publications were a formal output required under the DE-LAN project funding arrangements.

This Analysis & Synthesis of DE-LAN Regional Pilot Actions report is intended as additional support for regions exploring DEs and is based on the experiences highlighted by regional partners during the DE-LAN project's pilot implementation stage. An overview of the Good Practice Cases piloted during the project is provided here as is a detailed insight into the process of managing the pilots and conclusions reached. Additionally, the detailed information gathered during the regional pilots is recorded in the Annexes. Whilst partners have taken care in preparing this report it has not been subject to independent review. It is hoped that the summaries and details contained in this report provide inspiration for other European regions when dealing with innovation through ICT.

DE-LAN (Digital Ecosystems – Learning Application Network) is a European project funded through the EU's INTERREG IVC⁴ programme; nine regions participated at the beginning of the project. The DE-LAN project represents an opportunity for participating regions to harness the power of new and emerging technologies and use them to their maximum potential to remain at the forefront of the world economy.

DEs are evolutionary, self-organising systems, which create an online, digital environment that seamlessly connects organisations, companies and individuals. They push towards collaboration, innovation, streamlining, competition and growth in a global and dynamic way. More specifically, Digital Business Ecosystems are dedicated to the productive fabric of a region with the aim of fostering collaboration and networking among SMEs, reducing their dependency on larger firms and fostering innovation by the use of ICT.

The nine partners who participated at the beginning of the project were:

1. Welsh Government, Wales, UK as lead partner,
2. European Regional Information Society Association (eris@), Brussels, BELGIUM,
3. Foundation Insula Barataria (FIB) , Castilla-La Mancha, SPAIN,
4. The Lazio branch of the National Association of Italian Municipalities, Lazio, ITALY,
5. CSP-Innovation in ICT, Piemonte, ITALY,
6. Foundation for the Development of Science and Technology in Extremadura (FUNDECYT), SPAIN,
7. The Technological Research Centre of Koroška, SLOVENIA,
8. Kaunas University of Technology (KTU), LITHUANIA,
9. Vysočina region, CZECH REPUBLIC.

One of the most valuable outcomes of the DE-LAN project is the collection of experiences and approaches, which were gathered during the implementation of pilot Digital Ecosystems in different European regions. The process has been useful to each region but in different ways. For some it has shown a new approach, for others it has offered good lessons learnt whilst for others it has demonstrated the importance of strong leadership or commitment of all stakeholders.

The analysis and evaluation of collectively selected good practices was undertaken to discover their potential for interregional transfer and the success factors that can be recommended for transfer to other regions.

The selection of practical cases and exchange of experiences between participating regions has led to the discovery of a number of useful approaches which could be shared and transferred. DE-LAN has taken into account the diversity of European regions and the interregional variations of context and conditions.

Accordingly, while describing good practices, DE-LAN does not recommend or promote a single DE deployment model but rather a set of approaches for regional decision makers and their agencies.

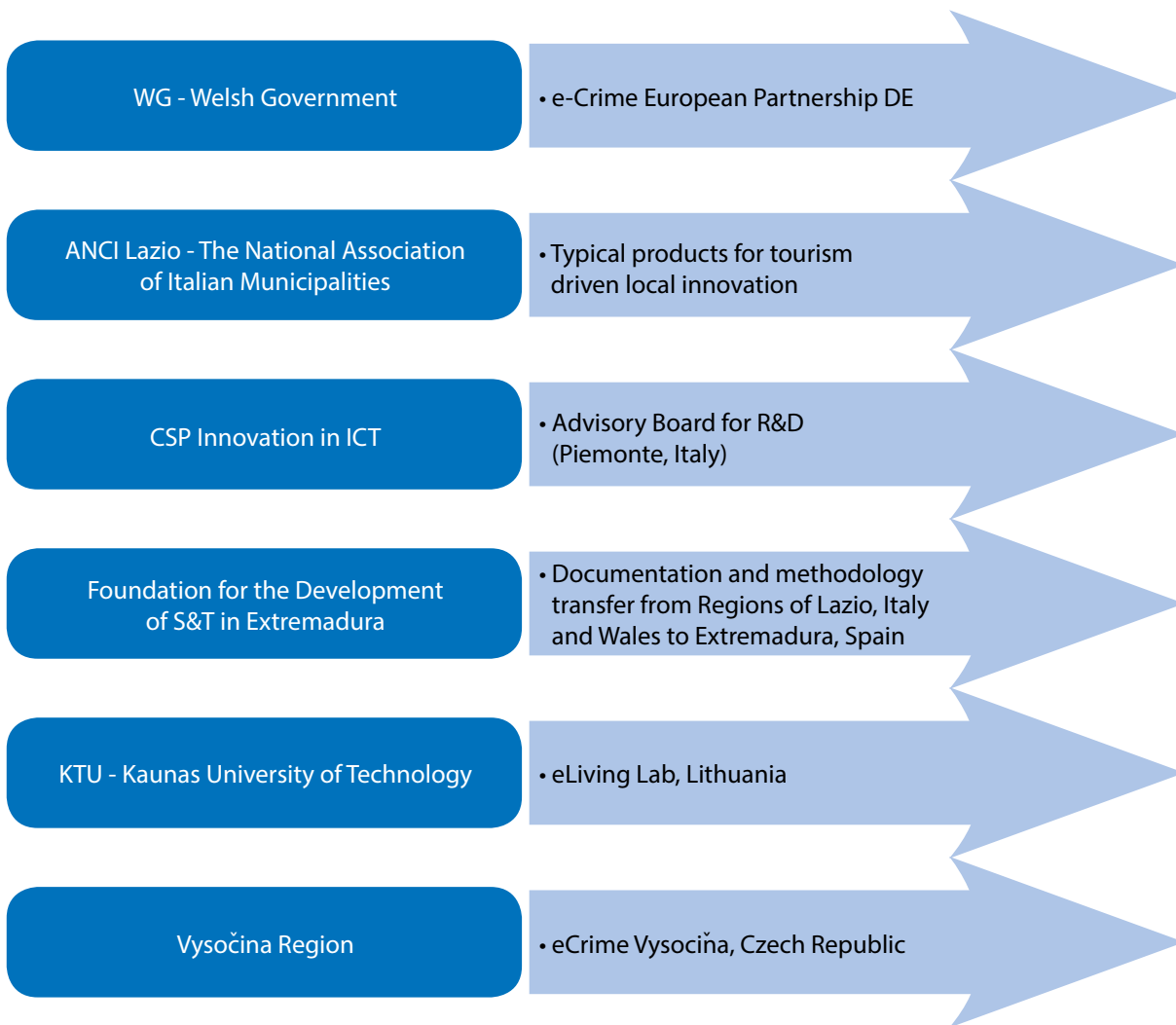


Figure 1. DE-LAN implemented pilots (DE-LAN, 2012)

The Process

OVERALL PICTURE

The process of selection of pilots and good practice cases by DE-LAN partner regions can be presented itself as a good practice of collective decision making and could be recommended for transfer.

Several steps were planned and implemented within the DE-LAN project:

1. Each region made a preliminary selection of good practices based on individual choice and with the aim of presenting their regional experiences with DEs to other partners. A DE-LAN Good Practice template was produced to give a structured description of each case. A methodology for self-assessment was also created (see next chapter).
2. A pool of 18 practical Cases resulted from the previous step and was used as the basis for exchange of experiences and peer reviews, supported by staff exchange and workshop discussions. In parallel the State-of-the Art report was developed to support all partners in this work. A methodology for peer-reviews was created to encourage the effective utilisation of the experiences (see next chapter).
3. Finally, partners designed their own pilots through the selection of practical cases and exchange of experiences between participating regions. Eight pilots were planned and drafted, each one was evaluated internally (3 evaluators per case) using DE-LAN's methodology for evaluations.
4. Six cases were selected for implementation as Pilot Actions. The procedure for monitoring was agreed (mid-term short reports, meetings, on-line communication, etc.) so that the process of piloting would finish in spring 2012. This process included the delivery of final reports to the project component leader (see next chapter about the management and monitoring tools).
5. The project partnership agreed that this Analysis & Synthesis report would be produced to provide evidence on useful experiences identified during the implementation of the pilots so that these experiences could be shared with other EU regions

Approach and Methodology

Before entering the piloting phase, DE-LAN studied and reviewed existing practices and experiences across several subject domains. As explained previously, there were several steps undertaken in the piloting process. The process of selecting pilots for implementation started with identification of 18 good practice cases and included several steps:

- Exchange of Cases (pool of cases - 18)
- Selection of partners' cases according to their own preferences
- Peer-reviews
- Staff exchanges
- Design of own pilots (8)
- Drafting own pilots
- Evaluation/assessment of drafts (3 evaluators per 1 case)
- Final design of regional pilots

Following the evaluation assessments the partnership decided to implement only 6 Pilot Actions.

- The self-assessment methodology was approved by the project Steering Committee. Using the Pilot Action assessment template each proposal was self-assessed by its proposer.
- Following this, the proposal was validated, re-scored and commented on by three members of the Steering Committee according to the evaluation matrix created. Comments from evaluators were considered as recommendations from the Steering Committee on how partners could improve their Pilot Actions. This initial planning stage was followed by a Steering Committee review of the development of each Pilot Action. Each Pilot Action had to achieve a final approval from the Steering Committee before being eligible to progress to the implementation phase.

The assessment criteria is linked to the overall aims and objectives of the Pilot Actions programme as an integral part of the DE-LAN Project, i.e.:

ways in which good practices and tried and tested procedures and technologies can be transferred between regions and sectors;

- to develop additional good practices and benefits;
- to identify any possible barriers, problems and solutions;
- to build innovative new e-Business processes/products/markets;
- to get local buy-in to the Digital Ecosystem concept in readiness for the subsequent introduction of full-scale programmes;
- to demonstrate the potential impact that large-scale Digital Ecosystem deployment can have on the regional economy and thereby help to inform the regional planning / mainstreaming processes.

In addition to assessing how the proposals met these objectives, the Steering Committee sought to achieve a good, geographically balanced, sectoral and thematic coverage.

The assessment template contains a set of criteria that have different weighting according to their importance.

Most important items are weighted 5, while the least are weighted 1. The criteria were scored on a scale from 0 to 5, with 0 being the worst. The following is an example of this scoring: Example 1: weighting = 5, assessment = 3, total score = $3 \times 5 = 15$.

Although the assessment was linked directly to the Pilot Action proposal template and based on defined criteria, the scoring could still be somewhat subjective.

All stages of the evaluation process were documented and knowledge shared at the project meetings.

The table below shows the final scores of each proposal. In the "Average" column the self-assessed score is not included. As mentioned above the nature of this figure might be subjective.

Partner	Self- asses.	Check 1	Check 2	Check 3	Average
Wales, UK	234	234	234	232	233
FIB, Spain	270	176	270	270	239
ANCI Lazio, Italy	165	171	140	165	159
CSP, Italy	292	292	224	208	241
FUNDECYT, Spain	174	164	174	82	140
TRC Koroška, Slovenia	260	260	260	260	260
KTU, Lithuania	154	154	154	154	154
Vysocina, Czech Republic	370	370	205	137	237

Figure 2. Assessment results (DE-LAN, 2012)

Detailed results of each step in the validation process are described in the DE-LAN pilot projects validation report, which is an internal document of the partnership.

Selection of practical cases and exchange of experiences between participating regions led to the definition of useful approaches which could be shared and transferred. DE-LAN took into account the diversity of European regions and the interregional variations of context and conditions. Accordingly, while describing good practices, DE-LAN does not recommend or promote a single DE deployment model but rather a set of approaches for regional decision makers and their agencies.

The process of sharing and transfer of knowledge within DE-LAN and in each particular pilot can be demonstrated by the example of cooperation between the regions of Wales and Vysocina. Wales presented the knowledge that existed within its good practice case, e-Crime Wales. This case was subsequently selected by Vysocina for piloting. The process of exchange of experiences was supported by peer review and staff exchange both from Vysocina to Wales and from Wales to Vysocina. During these visits specific questions were clarified and some additional activities were added to Vysocina's e-Crime Pilot Action.

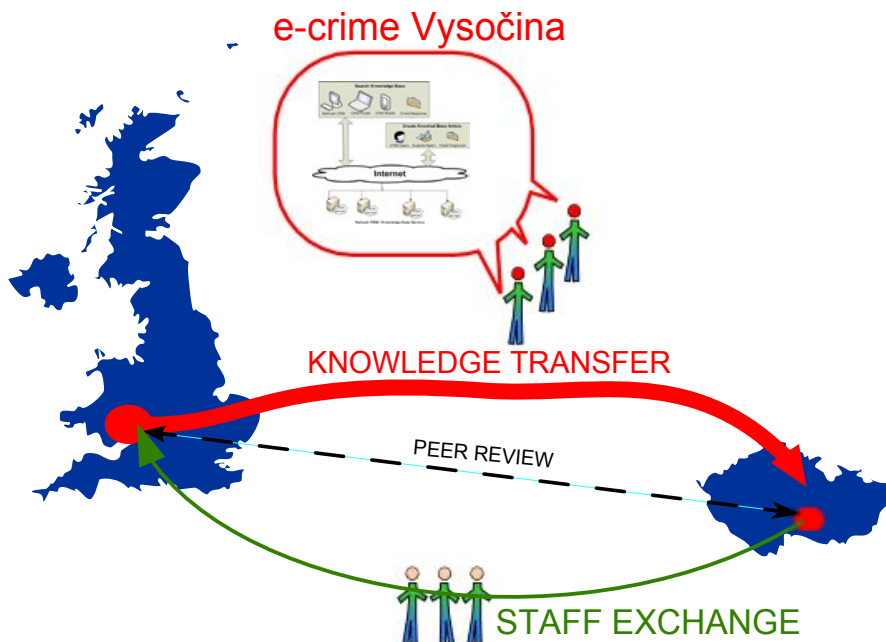


Figure 3. Example of peer reviews and staff exchange (DE-LAN, 2012)

Following the identification of good practices a typology was used to group cases into Digital Ecosystems, Digitally Networked businesses and Living Labs. After the implementation of the Pilot Actions, each partner provided a detailed report about their pilot, with special attention to describing success factors and transferability aspects. DE-LAN created the following methodological approach to good practice case description with the aim of deriving the most useful and transferable experiences:

- Background of good practice;
- Information about good practice;
- Good practice implementation;
- Results of good practice;
- Transferability/sustainability issues.

As stated previously, the short descriptions of each pilot, as well as summaries of good practices identified, are provided in the Good Practice Guide. This report describes in more detail the process of managing the Pilot Actions.

Pilot Actions Implementation Plan

The implementation plan was written to accommodate the needs of each partner region. Staff Exchanges were included as an important part of the planning process with the aim of deepening the understanding of the specifics of each case. Each partner completed their own work plan, using a common template.

DELAN 6 months Work Plan for the implementation of the Pilot Action (title of your PA).

USE: Using this form as a template, develop a work plan for each PA step identified. Modify the form as needed to fit your unique context. This work plan will serve as a basis for mid-term and final report.

Goal: *(purpose of your PA)*

Action Plan & Steps (see part 8 of the PA Proposal Template) <i>What Will Be Done?</i>	Responsibilities <i>Who Will Do It?</i>	Timeline <i>By When? (Month/Day)</i>	Potential Barriers <i>A. What individuals or organizations might resist?</i> <i>B. How?</i>
Step 1: e.g. kick-off meeting of the local team, distribution of tasks			
Step 2: e.g. start of technology application etc.			
Step 3: e.g. staff exchange			
Step X: e.g. mid-term report to the CP4 leader (Vysocina)	Each partner with PA		N/A
Step Y: add as many steps as necessary for your PA			
Step W: add as many steps as necessary for your PA			
Step Z: Final report to the CP4 leader (Vysocina)	Each partner with PA		N/A

Results/Accomplishments: *the goal of the PA was reached*

Evaluation Process: *How will you determine that your goal has been reached? What dissemination was done at regional level?*

Figure 4. Pilot action workplan template (DE-LAN, 2012)

Time Plan

The following is a time plan which was created to take into account the overall regional piloting process:

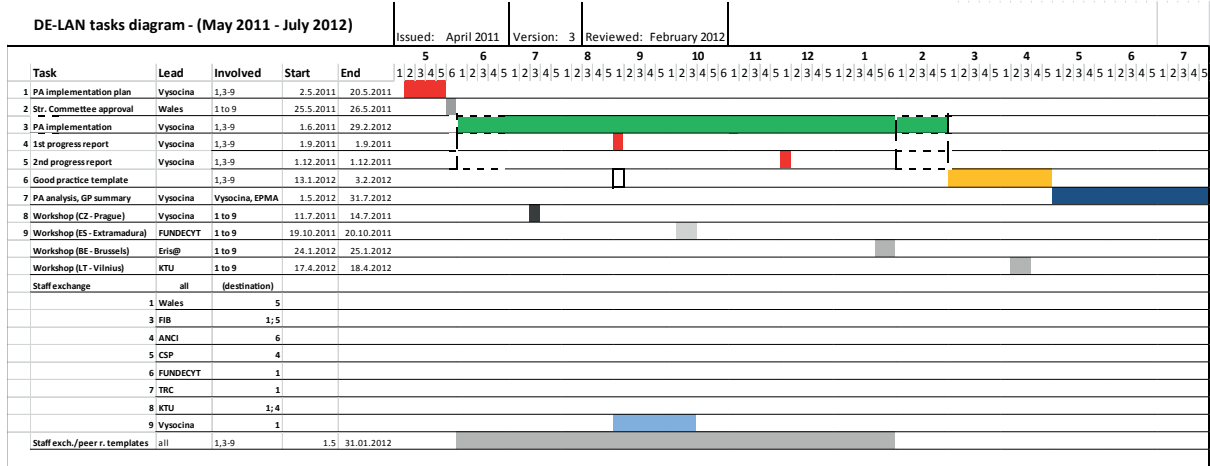


Figure 5. Time plan (DE-LAN, 2012)

Staff Exchange & Peer Reviews

A general schedule of staff exchange actions (detailing who, where and when for each visit) was created shared and regularly updated.

Staff exchange & Peer reviews

The following picture shows the working exchange relationships established for the piloting exercise between DE-LAN partners.



Figure 6. Working exchange map (DE-LAN, 2012)

A report containing information on the difficulties and critical points of peer review identified during the process was produced in order to give evidence and highlight issues to be focused on. This gave DE-LAN useful material for its final outputs, including the European Good Practice Guide and Implementation Toolkit).

Peer Review Process

Aim

To provide a critical review of DE practices in partner regions with the aim of learning from others' experiences. The review aimed to identify: (i) good practices that could be transferred to other regions (ii) highlight those relevant for Pilot Actions.

How

Each partner identified 3 examples of good practices in other regions to peer review. Peer Reviews were undertaken as a desktop activity i.e. by reading, conference calls, phone calls and email exchanges between partners; not by face to face meetings.

Outcomes

1. Clearly documented Peer Reviews available on the members' area of the project website to help all partners with DE work in their own regions.
2. Good practices identified suitable for use in the Pilot Actions.
3. Clear information to assist with planning for Staff Exchanges.
4. Region under review will receive expert view on their good practice.

Process

1. Reviewer used SoA report and 1st Good Practice Report to identify practices to review, taking into account the field of the Pilot Action to be undertaken.
2. Reviewer listed questions to the partner under review using the information available.
3. Request for further information from the answers received and any additional documentation in relation to the practice.
4. Review of the practice based on information and documentation subsequently received.
5. Continued dialogue with the region under review until all information needed was received (by telephone conversation, emails, conference call etc.)
6. Completion of final documented review of the practice by agreed deadline.
7. Document how the practice could be transferred to reviewers own region.
8. Completion of DE-LAN Peer Review Report template to record findings and submit for posting to the website.

A special report about staff exchange and peer reviews was produced by the component lead. Results of working visits and staff exchange were widely promoted in DE-LAN newsletters, through the project website and social networks.

Reporting and Documentation for the Evidence of Pilot Actions

To help ensure the proper monitoring of the pilots being implemented, each partner used the suggested template to create a detailed work plan on their proposed Pilot Action. The plan contained specific measurable and real steps for implementation. Plans were designed to be as specific as possible whilst also being brief and structured into specific items so they could be simply verified. Outcomes were intended to be closely linked to dissemination activities on a regional, national or international level.

Pilot Action implementation was monitored through the production of several progress reports and a final report by each partner during the implementation phase using the following steps:

1. Pilot Action Proposal (original ideas).
2. Self-assessment of Pilots and validation procedures reports.
3. Personalised work plan (template) regularly updated + Time plan.
4. Good Practice Report. Main description of Pilot Action idea, partners, process and basic organisation, architecture, transferability etc. were provided in English. This detailed description of each selected Pilot Action is provided in a unified form (Good Practice Report template – see ANNEX 1).
Supportive documentation in national languages. At first Pilot projects were primarily focused on local needs and demands of each particular region. For this reason every partner used supportive documents in their national languages. There were also documents containing useful information related to the Pilot Actions, e.g. manuals, generic system documentation, technical description, user guides etc.
5. Peer review and staff exchange reports.
6. Progress reports on Pilot Action (min 2 for each Pilot Action).
7. Short Pilot Action description for promotion needs and for the Good Practice Guide.
8. Final Pilot report.

Overview of Pilots and Success Factors Identified

Despite the large variety in pilot content and lessons learnt in DE-LAN, a number of key success factors and issues critical for implementation have been identified. These experiences could be very useful for any future transfer of knowledge, models, approaches or technologies from the DE-LAN pilots and are highlighted as follows:



Cyber Crime is a global problem, increasing the importance of coordinating cross-border actions in EU regions and the sharing information and good practices. The Welsh Government's e-Crime Wales team has explored ways of engaging with other European partners, e.g. by creating a European Regional e-Crime Partnership. The purpose was to enable this partnership to share good practices and work together through the use of DE tools, in line with the demand identified by other partner regions.

The pilot used existing good practices from Wales and Extremadura's DEN4DEK project, including the DNB demonstrator platform and the Sironta tool, a peer to peer collaboration tool for exchanging, creating and editing documents for team work. The application of the DE principles has been a step towards reaching a positive impact in partners' regions, which should result in enhanced e-Security. Information exchanged in the DE included (1) e-Crime prevention literature, (2) what regions do to prevent e-Crime in their regions, (3) current electronic threats in their regions, (4) activities held for Safer Internet Day 2012, (5) suggestions on safer social networking, and (6) documents and suggestions on security standards for IT specialists.

Identified success factors of the pilot

- The demand coming from the partnership.
- The use of already existing good practice in the form of tested technology and methodology.
- Existence of skilled developers within Wales.
- Strong leadership and management from the coordinator to ensure activity of all members.

Identified issues for improvement

- Challenge of encouraging active participation of members. Strong coordination used to keep members updated and motivated. The DE could additionally increase membership.
- Maturity of the group and length of the pilot meant much activity was initial discussions rather than collaborative work. Issue should decrease as groups work more together.
- Limited resources to develop additional functionality identified. Going forward additional funds needed to increase functionality.

ANCI Lazio - The National Association of Italian Municipalities

Typical products for tourism driven local innovation

The Pilot Action was demand driven and has transferred good practice SVEA from Piedmont. The objective was to support better collaboration of SMEs, especially micro-companies in the area of agriculture/food and tourism sectors in the province of Viterbo (Lazio region). The aim of the pilot was to make a first step towards the creation of a value chain linking high-quality products with sustainable tourism. The SMEs engaged in the Pilot Action were already associated to a local trademark (Tuscia Viterbese) aiming at promoting local high-quality product per se and as a mean for sustainable tourism. The platform released and uploaded to the Chamber of Commerce server was a good step towards the creation of a value chain linking high-quality products with sustainable tourism. Beside this, the feasibility study was produced, analysing the possibility to develop a DE-like platform linking the producers of typical products to the tourism sector and with the consumers of Lazio. For the territory it was quite innovative to apply an ICT tool for sectors of agriculture and food, traditionally undeveloped in terms of communication technologies.

Identified success factors of the pilot

- Demand driven pilot
- Collaboration with key local stakeholders (CeFAS and Chamber of Commerce)
- Close collaboration with CSP Piemonte (original experiences)
- Good complementary among T6, FITT and ANCI Lazio

Identified issues for improvement

- Delays – necessity to adjust to schedules of local stakeholders and SMEs. Mitigated by day-to-day communication and knowledge of local conditions. Difficulties in attracting end users (micro SMEs) were avoided by establishing a strong connection with local actors through trusted organisations, such as Chamber of Commerce and CeFAS. ANCI LAZIO



The Piedmont Regional Government identified Technological Transfer as a key factor for regional development, therefore the main aims of the pilot were related to the regional priorities: to contribute to the innovation of the ICT sector and market development, both focused on SMEs, with expected benefit for the local economy and local policy formulation.

The establishment of CIR has brought very positive results: collaborative environment was activated and customised, using SVEA platform. 150 adult trainers were selected as beta testers, in order to represent the main stakeholder group, were trained and are allowed to use web 2.0 tools for training and for general purpose. Awareness on web 2.0 potential has been increased in the partners networks' and in partners regions'.

Identified success factors of the pilot

- Bottom-up and multi-stakeholder approach to the research agenda definition. The CIR model includes, within a formal board, the main local market and research players, asking to express their needs and to influence the definition of the research priorities.
- Collaborative environment, which is flexible, scalable and user friendly. Collaborative open source based platform SVEA, customised with add-on modules and web 2.0 applications, has provided new opportunities to the members of a collaborative group to share, to learn and to work.

Identified issues for improvement

- Resistance to changes: mental conflict with cooperative approach & competitiveness among SMEs, both in terms of technical innovation and collaborative approach. The issue was solved through permanent awareness raising on advantages of collaborative approach, training and assistance to the use of the tools, platform personalisation and customisation according to the needs of users.

Foundation for the Development
of S&T in Extremadura

Documentation and methodology
transfer from Regions of Lazio, Italy and
Wales to Extremadura, Spain

The main purpose of this pilot was the implementation of an Open Innovation methodology to build public digital agendas in the Region of Extremadura in order to improve efficiency, to help Government to reach its knowledge policies and to continue the work done in other DE projects. The objective of the pilot was to develop an exploitation model to be sustained by institutions participating in Metainnova through cooperation and Knowledge share. The pilot introduced new approaches into regional work: open access and co-responsibility during the whole process of creating new strategies or policies. The localisation of Open Innovation Methodology is the main result of the implementation of this good practice, supported by practical sharing of knowledge during the staff exchange.

Identified success factors of the pilot

- Advantages of the Open Innovation Methodology (Free/Libre and Open Knowledge), based on collaborative science, open access and co-responsibility during the whole process.
- Getting political support.
- Good public-private collaboration.

Identified issues for improvement

- Public Administration need to encourage stakeholders to be part of the processes, making them co-responsible for creating regional policies.
- There is still a need for training on new technological tools (offering several collaborative tools in order to foster participation e.g webinars, e-learning, online presentations).



Pilot Action in Lithuania aimed to facilitate the development of the internet based social game for young people by deploying a Living lab approach: learning-by-doing. Living Lab approach is not widely adopted in Lithuania, while the demand for new concepts of involvement and cooperative development is present. Original experience came from educational organisation (Maribor University). Living Lab stakeholders' group from private and public sectors was established, and the concept of social game promoting entrepreneurship between young people was developed and tested. The pilot enabled Living Lab approach testing and enhanced product development, supported the learning-by-doing approach. It has promoted a new approach for Lithuania, applied for social game development. The Living Lab concept was well accepted by the stakeholders group. Young people were actively involved in new ideas development (60) and products testing (100). In fact, game prototype was tested as well as various concept development tools.

Identified success factors of the pilot

- Well balanced stakeholders group and cooperation (public, private and academic sectors in Kaunas).
- Involvement of the target audience - young people – into the concept development and testing (focus group).
- Attractiveness of the main idea and relevance of the selected instrument (game) for the target group of young people.

Identified issues for improvement

- Some problems with end users required additional effort (meetings, discussions, software demonstrations).
- Unforeseen delays, related to software components.
- Storming development of stakeholders' relations, very contradictive ideas suggested, need for more management effort.



The purpose of Vysočina Pilot Action was to increase awareness of electronic criminality, to increase knowledge about electronic safety by exchange of experiences, based on the identified need for more secure business environment in a situation of contemporary growth of electronic violence. All e-Crime activities in Vysočina Region were developed as bottom up and supported by the e-Crime working Group. Vysočina's pilot was inspired by the Wales e-Crime Project. Vysočina Region created an online communication platform where all focus groups can find a list of possible threats, database of electronic crime cases, etc. The result of Vysočina's Pilot Action is the creation of shared communication technological platform, which has brought for beneficiaries (focus groups) the chance to get advice in some specific topic of electronic security with a very dynamic structure. For partners (stakeholders) it has provided more expert knowledge about security issues. For the region as a whole, it is a significant step forward to increase awareness about electronic security and to protect beneficiaries against cybercrime.

Identified success factors of the pilot

- The identified demand coming from practical life (Cyber threats).
- Strong political support from regional decision-makers.
- The spontaneously arising cooperation between different stakeholders was fixed into a Working Group and supported by face-to-face meetings, trainings for teachers and workshops.
- The vision of a better long-term sustainability of this initiative after creation of a collaborative platform and tools of DE.

Identified issues and improvements

- Need for more professional and stronger management was identified during the pilot, as the number of stakeholders was growing.
- Absence of similar communication platform in national scale.
- Lack of sufficient user involvement at the beginning. The critical point was the lack of awareness of ordinary users, because people are not interested in such specific issues before they face some real security problem.

Conclusions

The overview of the Pilot Actions has enabled DE-LAN to summarise a set of recommendations based on their key success factors and transfer of good practices.

Recommendations for Pilot Actions

1. Identify demand and needs existing within the territory. Bottom-up initiatives must be recognised and supported.
2. Align with approved regional priorities and policies to help gain political support.
3. Multi-stakeholder approach. Setting up or use of existing strategic partnerships within the territory. Active cooperation of stakeholders interested in good practice results. Involvement of stakeholders into the shaping of the whole process, co-responsibility!
4. Support from decision makers, political support is a crucial factor.
5. The need for experienced management for coordination of different stakeholders involved, presence of specific ICT skills if necessary.
6. Maturity of proposed solution or approach (references), attractiveness of proposed solution for the main target group (see point 1). Relevance of the technology/instrument selected for the main target group (game for young).
7. Collaborative environment/platform, if it is already present or needs to be created.

Obstacles and issues to be solved

1. Absence of collaborative experiences. Passive attitude of stakeholders at the beginning of the pilot. Need for stimulation and additional information.
2. Resistance to change on the side of stakeholders: mental conflict between cooperative approach & competitiveness among SMEs, both in terms of technical innovation and new approach.
3. Limited resources (personnel and financial) to go forward and ensure sustainability.
4. Limited time for the pilot to solve all unexpected obstacles, to roll-out new activity, if the action was not linked to some already existing initiative.
5. Time management. Delays because of lack of experience of work with very different stakeholders, to manage variety of opinions, etc.
6. Insufficient management and ICT skills of public administration staff to manage a complex Pilot Action and to work with new collaborative tools to foster participation.
7. Some difficulties in attracting end users, lack of ICT skills on the side of users, lack of awareness in general public.

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