



SIXTH FRAMEWORK PROGRAMME
Priority 2.5.8
ICT for Networked Businesses

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“Critical success Factors for Regional Policy Formulation regarding DBE deployment and associated systems for support of eAdoption”

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Dissemination Level		
PU	Public	x
PP	Restricted to other programme participants (including the Commission Services)	
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MILESTONES 3.1, 4.1, 5.1, 6.1, 7.1

“Critical success Factors for Regional Policy Formulation regarding DBE deployment and associated systems for support of eAdoption”

Following the activities developed by each work package on the State of the Art of regional digital business ecosystem deployment, project partners have agreed on the following critical success factors for regional policy formulation regarding DBE deployment and associated systems for support and eAdoption.

The list of success factors are here presented by domain:

- 1. Critical DBE success factors for regional policy formulation**
- 2. Critical DBE legal success factors**
- 3. Critical DBE technology success factors**
- 4. Critical DBE success factors for SMEs**
- 5. Critical financial success factors for DBE deployment**

1. Critical DBE success factors for regional policy formulation

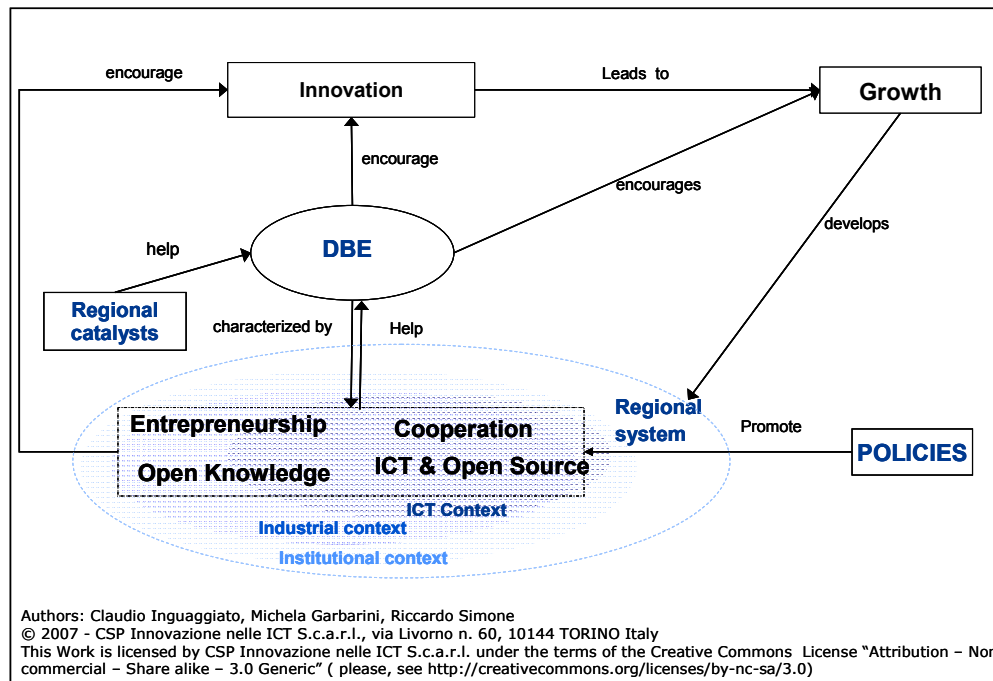
M3.1 :WP 3 - Economic Impacts on Regional Development

DBE is a virtual environment where the growth of networking among regional actors is facilitated, efficient and effective, through ICT. It is characterized by an “open” approach, referred to technological platform as well as to knowledge production and diffusion. Therefore, in this framework knowledge is created and spread in a collective way (cooperative processes among regional actors) and it provides inputs for innovation and improves system adaptability to market changes.

DBE main features are knowledge, cooperation, entrepreneurship, while ICT and OS are the key levers for DBE deployment (thanks to this feature, everybody could act as innovator or could provide an innovative idea).

Moreover, DBE is self-organizing, although this is not a feature that is developed since the beginning: for this reason a regional catalyst and policies could help its implementation.

The points above can be represented as shown in the graph below.



Starting from this, the critical success factors for regional policy regarding DBE deployment are:

- **Cooperation:** to favour interaction from academia and public administration in order to create new input for the innovation process.
- Regional catalyst working as **networking coordinator**
- **Systemic approach:** to raise conditions enabling a regional system to be a favourable to DBE implementation
- **Entrepreneurship:** to promote a spread entrepreneurship spirit and stimulate competitiveness
- **Knowledge:** to improve knowledge as key point for value creation, supporting the process of knowledge production, distribution, exploitation and governance
- **ICT:** to improve, promote and spread the opportunities offered by ICT and OS

2. Critical DBE legal success factors

M4.1: WP 4 – Legal Issues & Challenges

A DBE is not only an ICT tool but can also be considered as an association (not necessarily in the legal sense of the word) involving partners (both public and private) with specific knowledge, in the purpose of generating added value through online interactions between members sharing and collaborating via the Internet.

The legal actions to take into account throughout the installation of a DBE are:

- To create a **flexible legal structure**: the juridical model remains the most widespread solution in Europe, accompanied by a contract framing the relations between the partners
- To set up a **contractual environment** (standard contract) allowing the implementation of tools containing free software solutions and working relationships within the framework of the DBE (traceability, mobility.)
- To **abide by country- specific labour law** provisions on the pooling of human resources (information of the employee representatives, employment contract, training, career development).
- To **emphasize the competitive advantage** of the DBE with intellectual property rights (trademarks, patents, copyright...) in a territorial intelligence perspective.
- To **anticipate the effects of privileged exchanges** between partners of a DBE on a pre-existent market (competition law)
- To **secure the relations between the partners** of the ecosystem in the access to the DBE (authentication, management of the digital identities, liability clauses) and in the working methods of each partner (intellectual property, privacy, personal data...)

3. Critical DBE technology success factors

M5.1: WP 5 – Technology & System Infrastructure

All regions are different and thus a technological roadmap needs to be created that takes into consideration the current state of art in all of the required parts mention above. In order to make a good roadmap, the current status of technological environments and SME competence levels must be well known. Part of this knowledge can be checked by using the technology checklist below. The final roadmap will be a collection of actions, projects and available business incentives that will be used in the region.

Topic to check	Status (examples)	Planned action (examples)
Internet connections (broadband available)	widely available	no need
DBE FADA server	one server needed	set up at least 1 FADA server
Status of user terminals (PC)	adequate	no need
Skills: distributed programming and DBE technology	for pilot purposes good, but in future total number of skilled persons should be bigger	a competence development program will be started
Skills: Java & Eclipse	for pilot purposes good, but in future total number of skilled persons should be bigger	a competence development program will be started
Skills: Open source in business use	companies do not know how to safely deploy OS in business	short courses will be arranged

4. Critical DBE success factors for SMEs

M6.1: WP 6 – business Models & Cultures

The critical success factors range from the right mindset and readiness of the companies involved in the DBE to their overall ability to be flexible enough to adapt and evolve within the DBE environment.

In so far as the DBE model provides a new way of doing business, so too, do the companies involved also need to be able to re-engineer themselves in order to be able to respond to and take advantage of the new business model.

The following points illustrate some of the key critical success factors from the SME/company perspective:

- commitment to “**Open Knowledge**” principle
- **flexibility** to adapt and to evolve
- capacity to **collaborate**
- no **dominant position**, all have equal chances to compete
- **low costs** or barriers to entry
- **shared objectives**
- ability to **think outside the box**
- openness to **new & challenging ideas**
- **sufficient skills** to deliver enhanced customer support roles

5. Critical financial success factors for DBE deployment

M7.1: WP 7 – Financial framework & Engineering

Digital Business Ecosystems need some basic conditions whose achievement can need less or more time. Therefore, in less developed regions, with a lower level of eAdoption, the results of DBE deployment may not be visible immediately. For practical implementation in regional policy, it's a good idea to split DBE into particular elements that together create a well-functioning set of gears. Mechanisms identified as DBE drivers are especially:

- **Entrepreneurship** (in the specific context of SMEs and innovation);
- **Cooperation and the creation of networks** (of and for SMEs);
- **Transfer and sharing of knowledge**, education, creation of adaptive, self-learning systems;
- **The spread of SW applications** developed as Open Source and support for their creation.

The basic premise for the functioning of these mechanisms is:

- access to advanced ICT infrastructure, so that all stakeholders have **access to broadband** (especially the Internet) and are furnished with necessary hardware and software. These technical elements create the **infrastructure for a DBE**.
- The different “species” existing in a DBE have to be **organised properly**, e.g. in **clusters** or other **cooperative business networks**. Such new forms are applied in different regions according to local, regional and national conditions and **under clear rules** underpinned by laws and treaties.
- Since a DBE is dedicated especially for SMEs, a good “**breeding-ground**” for their **start-up** and development has to exist in the region.

In other words, the critical success factors for DBE deployment are a **friendly system environment** (based on the legal and institutional system), a **well-functioning public administration**, good **conditions for start-ups** and **attractiveness for investors**, as well as a **skilled and creative workforce**.