

## Editor's Corner

**F**irst of all, we would like to wish you, all communities' members and readers, a great New Year. We wish 2006 will bring us many opportunities to further extend our active collaboration and especially with our new colleagues from New Member States and Accessing Candidate Countries.

Inside this issue you will find reporting articles about the International Symposium on Logistics where the Logistics@Work community was represented; the eCollaboration workshop jointly organised by the European Commission New Working Environments unit and ESA; the Agriculture and Logistics workshop in Hungary; LivingLabs in eRegion in Slovenia; the RAREiS or Second @rural Conference, which was jointly organised by EFITA<sup>1</sup> and the Rural@work Community in Brussels; The Industry Forum and COMIST workshop which was dedicated to creativity and productivity of knowledge workers.

Finally, you are all kindly invited to participate to the next coming events and especially to the Collaborative Technologies event which will launch the Collaborative Working Environments portfolio, network for value creation at the final workshop of the strategic Network4Value study, and present the Living Labs approach regarding i2010 innovation & investment for human-centric systemic innovation.

See you all in Brussels on 7 and 8 February 2006.

*Marc Pallot, EsoCE-Net  
Newsletter Editor*

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## Coordinator's Message

**C**OMIST is soon entering into its second year of operation and will intensify its actions towards the involvement of participants from New Member States and Accessing Candidate Countries (NMAS) into the IST activities. In 2004, the AMI@Work communities' membership was showing only 30 members from NMAS, representing about 5% of the total membership of about 600 members. Presently, the current membership is about 950 members, including a few members from outside EU, representing a membership growth of more than 50%. Nowadays, there are about 130 members from NMAS who have joined the AMI@Work communities and new initiatives for the Call 5, especially in the CWE strategic objective. Now, they are looking towards research project collaboration opportunities within the IST Call 6 and promising FP7 IST programme. As you will see in this second issue of the AMI Newsletter, COMIST has been very active in NMAS IST related events and played a crucial role in enrolling new members that have been actively participating to the Call 5 project proposals. We are preparing some interesting statistics about NMAS participation in the Call 5 that will be published in the next issue of the AMI newsletter. The new AMI communities' website is planned for launch. It will provide editing capabilities which should facilitate considerably the pro-activeness of AMI members.

2006 looks as a very promising year and I take this opportunity to wish you happiness, prosperity and lot of success during this New Year!

***Roberto Santoro, EsoCE-Net, COMIST Project Coordinator  
Chair of the AMI@Work communities***



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## Innovations in global Supply Chain Networks

by Marc Pallot



The International Symposium on Logistics, ISL'2005, has been held in Lisbon, Portugal, from 3 to 5 July 2005. ISL is an annual event dedicated to Logistics and ISL'2005 was organised by The University of Nottingham, Dipartimento di Innovazione Meccanica e Gestionale, University of Padua, the Business School ISCTE and EUR-OMA.

The fundamental goals of good logistical operations are punctuality, accuracy and quality. Achieving these goals requires fast and efficient management of both materials and personnel. Industry recognises that, due to increased levels of International competition and the opening of new markets there are significant gains to be had through focusing attention on efficient management of logistics.

The 10<sup>th</sup> International Symposium on Logistics main goal was to provide a forum for discussion between leading academics, researchers and practitioners who specialise in logistics and to promote excellence in this field. Papers represented the latest in academic thinking and case examples of successful logistical implementations. The wider audience has therefore benefited from the knowledge and

experience of leading practitioners and academics in this area. The AMI@Work initiative has been presented and the Logistics@Work flyers have been distributed to attendees which have been invited to join the community.

The theme of this year's 10<sup>th</sup> International Symposium on Logistics was "Innovation in Global Supply Chain Networks". To some extent it was a continuation of the 9<sup>th</sup> ISL them "Logistics and Global Outsourcing". Innovation in supply chain networks plays an important role to help companies to achieve benefits through global outsourcing. It also helps to develop win-win relationships with national and international trading partners. Thus many companies are capitalising on the intellectual and creative talents of the collaborators in the networks in order to develop flexible and adaptable supply chains. Innovations in supply chain networks exist in many forms, shapes and areas such as management, products, processes, collaborative arrangements, customer-supplier relationships, and information and communication technologies. About more than 100 papers, from over 200 authors belonging to about 21 countries, were presented and included into the ISL proceedings.



## eCollaboration in Working Environments Approach and Views for the Future

by Marc Pallot



The workshop entitled “eCollaboration in working environments: approach and views for the future” has been held at the Vrije Universiteit Brussels on the 30<sup>th</sup> of November 2005 and was organised by the European Commission (EC) and the European Space Agency (ESA). The main objective of the workshop was to present the activities carried out by the New Working Environments Unit of the Directorate General of the EC and ESA on the eCollaboration domain. In particular, the EC ERA pilot project BrainBridges and the ESA General Study ‘The Voice’ were presenting the work completed in their activities. The conference was also broadcasted on the Internet via ISABEL and the Marratech collaborative videoconference tool.

Business and distributed collaboration have been changing radically over the last years. Business environments demand increased flexibility, interconnectivity, and autonomy of involved systems as well as new coordination and interaction styles for collaboration between people. The latest trends in distributed and mobile collaboration technologies allow people to move across organizational boundaries and to collaborate with others within/between organizations and communities. The ability to query the company's distributed knowledge base and to cooperate with co-workers is still a requirement, but new paradigms such as Service-

oriented computing (e.g. Web Services), increased pervasiveness, and mobility enable new scenarios and lead to higher complexity of systems. Some questions include:

- How to enable users to retain their ability to collaborate while displaced in different points of the (or even different) enterprise(s)?
- What is the role of context and location in determining how collaboration can be carried out?
- How to provide support for ad-hoc collaboration in situations where the fixed network infrastructure is absent or cannot be used?
- How will Service-oriented computing and convergence of technologies change collaborative software?

Software architectures for distributed and mobile collaborative communities must support the fundamental requirements for distributed collaboration: efficient information sharing across a widely distributed enterprise environment; constant and timely update and placement of the distributed knowledge base with many different sites acting both as potential users and potential providers of information; shared access to a set of services. The approaches and technologies for

supporting these new ways of work are still the subject of research. Nevertheless, they are likely to "borrow" concepts and technologies from a variety of fields, such as workflow systems, groupware and CSCW, event-based systems, software architecture, distributed database systems, mobile and grid computing, robotics, virtualisation systems, peer-to-peer paradigm enriched with sharing abstractions in which each network node is both a potential user and provider of information for the rest of the community and so on.

The workshop was constituted of 3 main sessions:

1. The first session was addressing sectorial activities with a focus on space related communities in presenting current innovative solutions on different application domains, in particular: agriculture, space engineering, engineering, robotics for space exploration. Prototypes of the ESA Study "The Voice" and the EU InAmI RTD project have been demonstrated.

2. The second session was dedicated to common platform in presenting existing eCollaboration platforms ready to be used by industry, e.g.: ISABEL, Marratech, and BSCW.
3. The third session Views for the future. Objective of this session: to present innovative ideas about the future of eCollaboration. In particular, the results of the EU ERA pilot project BrainBridges and our thought of the reference architecture for eCollaboration have been presented.

#### Additional Information

1. Description of the Strategic Objective "Collaborative Working Environments": [www.cordis.lu/ist/so/collab-work/home.html](http://www.cordis.lu/ist/so/collab-work/home.html)
2. Ongoing work at the New Working Environments unit in relation to this workshop [www.amiatwork.com](http://www.amiatwork.com)
3. Brainbridges web site: [www.brainbridges.info](http://www.brainbridges.info)
4. The Voice web site: [www.esa-thevoice.org](http://www.esa-thevoice.org)



## Agriculture and Logistics and their Interdependences in Hungary

*A national workshop of Hungarian Logistics Association*

by Tünde Kallai



Agriculture and Logistics is a national workshop of the Hungarian Logistics Association (HLA) which has been held in Budapest on 11 January .2006. The main goal of this workshop was to promote the establishment of an Agro-Logistics unit within HLA. The host of the conference was one of largest Hungarian logistics associations, namely the Hungarian Logistics Association (HLA) and the Ministry of Agriculture and Rural Development (MARD), in Budapest.

If we want to summarise the main objectives and results of the workshop, we can say that the organisers have a big ambition, because this topic is very relevant for Hungary, but in the last ten years the interdependencies of these sectors was disregarded. More than one year and a half after the entry of the Central and Eastern European countries into the European Union, it is more than relevant to examine how the community of logisticians, supply chain managers and policy makers identify the synergies and the possibilities of agriculture and logistics, in terms of the impact that recent changes have on business practices and in developing the knowledge and skill sets to cope with this changed environment.

This workshop provided an excellent opportunity to bring together Industrial Logistics Managers and Supply Chain Managers, Trade Experts,

Logistics Service Providers as well as Academic Experts and Supply Chain Practitioners to discuss the challenges of Opening up Frontiers in the region, broadening opportunities. The word “Logistics” has changed in the past two decades from an elegant, but somewhat odd replacement for materials management to a key strategic term in business management. In the Central European Regions a huge development has taken place over the last 13-14 years, but differences do exist with the rest of Europe. Many exiting developments are yet to come.

This is why the Agriculture and Logistics workshop is dedicated to explore the broadening opportunities of this new Europe. In the knowledge-based economy the cross-fertilisation of practical and academic approaches is simply the foundation for success that is why this network is aiming to combine both.

The agro-enterprise activity, sometimes also referred to as agri-business, is a powerful source of growth, diversification and poverty alleviation. Agro-food systems and the off-farm components thereof, are major contributors to GDP, employment, and incomes also in Hungary. Over the course of development, their role increases while that of primary agriculture diminishes. Empirical analysis of national economic structure

points to a general pattern in which the value-added in agro-enterprise activity accounts for some 15-25% of the GDP of low income countries, with this share typically increasing to 30-40% for middle-income countries.



Modernizing agro-food systems typically stimulates and accompanies broader economic development. Rising demand, especially for fruits and vegetables, livestock products, and other goods with relatively high income elasticity, stimulate product and process innovations and the development of stronger backward and forward linkages within the agro-food system and the local economy. Investments are made to improve productivity and quality, reduce product losses, and utilize by-products as inputs into agriculture or other industries. Domestic and export systems become mutually supportive and each stimulate the development of a range of ancillary services, such as logistics, which further improve competitiveness.

Employment expands throughout the agro-food system and eventually overtakes that directly engaged in:

1. Tangible forms of such activity include: fertilizer, seed, and pesticide distribution; agro-machinery manufacturing/repair/distribution; agro-food transport; food and agricultural raw material processing; food wholesaling and retailing, etc.
2. It is undertaken by formally registered firms and on an informal basis; by private companies (of varied sizes), cooperatives, associations, public organisations of the farmers (POs) and other types of entities.

3. Although widely used in policy, business, and academic circles, the term “agribusiness” has assumed negative connotations among various stakeholders and analysts, frequently being used as a synonym for large, multinational agro-related business. In fact, agribusiness includes a wide spectrum of enterprises.

Using **COMIST** project, as a concrete example, I described how the project supports the approaches between agriculture (agro-food) and Logistics (agro-logistics), through his “macro” vision and suggestion: A multi-sectoral approach is needed which cuts across the HLA and MRAD’s and operational silos. Recent experiences have amply demonstrated that there are no magic bullets to address the complex set of challenges facing agro-enterprises and agriculture in agricultural market development.

Systemic and multi-dimensional perspectives are needed as are a mixture of policy, capacity-building and project-centred activities. While macro policy reforms are necessary, it is also needed to create a Strategic Research Agenda and a National Research Plan of Agro-Informatics <sup>1</sup>as well. They are not sufficient to promote the development of agro-enterprise activity. Sector and rural location-specific actions are also needed as market failures and the lack of public and private assets have made the transitions from public to private and in the early stages of globalization extremely precarious for the local organisations of the farmers and the logistics providers as well.

All the experts and decision makers and all 62 registered participants have been invited to join the activities of the AMI@work family of communities, and to register to communities such as rural@work and logistic@work, and to take a look and contribute to the COMIST working-group documents.

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<sup>1</sup> The National Plan of Agro-Informatics is under progress, under the supervision of the Ministry of Agriculture and Rural Development and Ministry of Economics. HLA also participate in the working-group of the logistic and agricultural expert.

## 2<sup>nd</sup> International Workshop on LivingLabs in eRegion

by Roberto Santoro

The 2<sup>nd</sup> International workshop on LivingLabs in eRegion Workshop has been held in Kranj, Slovenia on the 10 November 2005. This event was organized by the eCenter, Faculty of Organizational Sciences, University of Maribor with the support of COMIST project. It was sponsored by Mag. Jože Zrimšek, Acting Director of the Directorate for Information Society, Ministry of Higher Education, Science, and Technology of the Republic of Slovenia.

This Workshop was a great opportunity for learning about the current activities in the LivingLabs, actions planed, and LivingLabs' cooperation opportunities. It was noticeable that we all are sharing a belief that the LivingLabs and cross-border cooperation are the ways to go.

The main objective of the workshop was to stimulate wider participation of organizations and companies from Slovenia and bordering regions in joint IST programs. Possibilities and strategic issues concerning FP6 and FP7 have been presented. The workshop served also as a networking event.

### Workshop programme and COMIST contribution

The following web site link contains the full Workshop programme:

<http://eCenter.FOV.Uni-Mb.si/eLivingLabWorkshop>

COMIST had the following contributions:

- Presentation of COMIST project and of the initial white paper: "New Member States and the European Research Area: Using the Opportunities of the FP7 Programme"
- Presentation mentioning COMIST and AMI Communities by Angelos Ktenas, Senior

Policy Coordinator New Working Environments, Information Society and Media Directorate-General, European Commission

COMIST contributed to the discussion for identifying new initiatives and in particular presented a new approach for: Socio-Economic Transformation trough LivingLabs – Empowering Individuals in the Knowledge Society, by Ing. Roberto Santoro, President, ESoCE NET - European Society of Concurrent Enterprising

### Workshop conclusions

The workshop presented several initiatives to establish living labs in Slovenia and in co-operation with neighbouring countries for many sectors, including manufacturing, logistics, health, marine and space. Several IST project presentations mainly dealing with NMS participation in IST, and some proposals concerning FP7, including the potential launch of European technology Platforms.

The main conclusion with respect to COMIST project is the confirmation of the need for looking at the emerging value networks and the role of IST priorities for strengthening the national systems of innovation. COMIST initiative was welcome by the audience.

LivingLab projects

Several Living Lab initiatives in Slovenia are active <http://www.elivinglab.org/>

One particularly relevant case for COMIST is the eLivingLab Supply Chain RFID Initiative. The aim of the initiative is to achieve strong connections between usage, research and developing on the field of supply chain RFID related activities

Several Industrial Clusters, especially in the automotive and ICT sectors are active in Slovenia

and could be the breeding ground for establishing an Innovation platform nation wide.

## COMIST contribution

COMIST introduced the white paper and invited participants to provide their contributions on the AMI community web site. Focus of the discussion has been on Innovation in Work and Business Environment and especially on setting up value clusters among SMEs.

Then, a new approach on innovation system developed by Roberto Santoro and Andrea Bifulco, EsoCE-Net, was presented to all participants. Representatives expressed their intention to launch with the support of COMIST an implementation initiative in Slovenia on Concurrent Innovation.

## THE CONCURRENT INNOVATION INITIATIVE

### Key strategic factors for socio-economic development and the need for new organizational entities

Policies aimed at supporting the socio-economic development of European regions and nations are currently identifying the key strategic factors deemed able to activate and foster sustainable economic development and a better quality of life for citizens. The following factors are considered to be the critical ones for better responding to the challenges, as well as for taking advantage of the opportunities, which are emerging in the current socio-economic scenario:

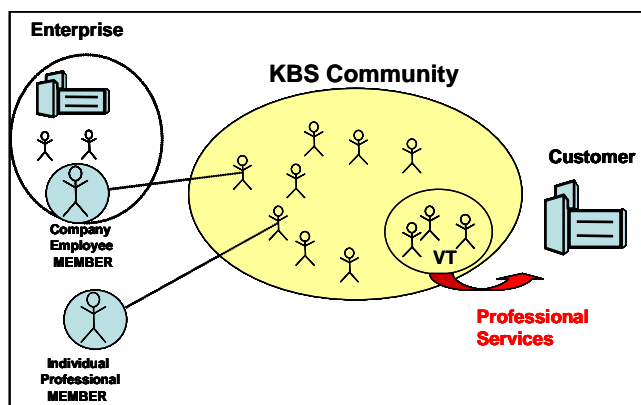
- The full deployment of human potential and creativity
- The extensive use of collaborative working
- The implementation of innovation mechanisms based on new human interaction patterns
- The capability of being “Front-runners” in innovation.
- The full deployment of the ICT means

Among others, one of the main barriers to the actual realization of the above enabling factors consists of the current organizational structure of business companies, which generally limit knowledge workers interaction, creativity and motivation, and expel them to reduce organizational fixed costs. On the other extreme, self-employees and free-lancers suffer the necessity of long-term economic stability, the difficulty in networking with others as well as the difficulty in creating and consolidating the critical mass for steering innovation.

New human-centric organizational entities are needed to enable the full exploitation of human capabilities and supporting the effective transition to the knowledge society.

### The “KBS” Professional Communities

The *KBS Professional Communities* are new organizational entities, characterized by a value system accounting for an appropriate balance of



the Knowledge, Business and Social (KBS) dimensions, designed to best deliver innovation and maximize the realization of individuals. The KBS Professional Communities are association of knowledge workers identified by a specific knowledge scope and aimed at generating value through members’ interaction, sharing and collaboration.

The generated value consists of:

- Advanced **K**nowledge
- **B**usiness professional services
- **S**ocial capital

This interaction among the members is optimized by the synergic use of ICT-mediated and face-to-face mechanisms.

The PVC members temporarily aggregate in Virtual Teams (VT) for addressing specific business opportunities.

It is up to the members, which can be both company employees and individual professionals, to decide the type and the extent of their individual involvement in PVC activities, which is complementary to and co-existent with classical occupational forms.

Depending on the classification of the KBS community knowledge scope, three typologies of KBS communities are identified, each one best suited for providing a specific kind of innovation.

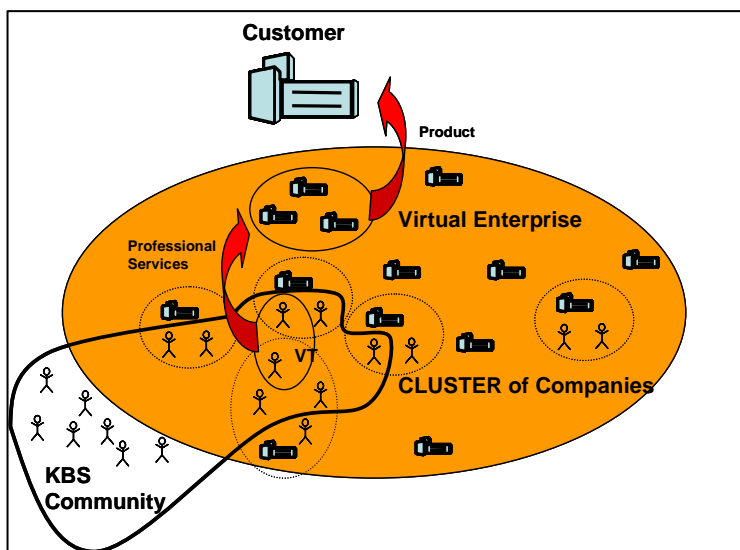
## The “Concurrent Innovation” process

The KBS communities are the organisational entities enabling the realisation of a “concurrent innovation” process, through their interplay with traditional business entities (companies, clusters of companies, individual professionals). The “Concurrent Innovation” is an amalgam which brings together the paradigms of Concurrent Engineering, Extended/Virtual Enterprising, and Collaborative Knowledge Creation with the ultimate goal of increasing innovation in the collaborative design and production of products

and services, through the full deployment of human potential and creativity.

An exemplary scenario for explicating the Concurrent Innovation process is the one in which a **KBS community** is set up in entanglement with a **Cluster of companies**, whose members are Cluster companies’ employees, individual professionals and citizens. Among its objectives, the Cluster develops cooperation readiness for its associated companies, which temporarily aggregate in **Virtual Enterprises** to respond to specific business opportunity for external **Customer (OEMs)**. A KBS Community member temporarily aggregates in **Virtual Teams** for knowledge creation or business activities (delivery of professional services).

The involvement of “**Living Labs**” (communities of citizens in their living environment) are also considered for the ideation phase and the large validation of the innovative product.





## Towards the Development of Rural Information Society



*AMI support for the Second @rural Conference in Brussels*

by Adam Turowiec



On Nov. 29, 2005, a conference entitled “Rural Areas as Engines for Implementing the Renewed Lisbon Strategy, with special focus on Enlarged Europe”. In short RAREiS or Second @rural Conference, took place in Brussels. This event was jointly organised by EFITA<sup>2</sup> and the rural@work Community. It was a follow up of the event entitled “Information Society as a Key Enabler for Rural Development”, organised in Valencia in February 2003<sup>3</sup> and to the First @rural Conference, held in Brussels in September 2003<sup>4</sup>.

During the conference, the COMIST project and both the AMI@Work Family of Communities and the rural@work Community were presented by their Vice-Chair Adam Turowiec (ITPI, Poland). He also presented the COMIST White Paper on

opportunities of the FP7 for New Member States in the European Research Area.

At RAREiS, the progress which has been made since the Valencia conference was reviewed, and initiatives that intended to contribute towards achieving the goals of the Valencia Declaration (being a strategy document accepted at that conference) were acknowledged. The event gathered more than 120 participants from the industry, academia, projects and organisations working in the area of rural development through new Information and Communication Technologies. Its significance was confirmed by active participation of representatives from DG Agriculture and Rural Development, DG Environment, DG Information Society and Media, DG Science and Research, and ESA – the European Space Agency. The views of key speakers provided a basis for understanding how a Knowledge Society could contribute to reaching rural development goals and objectives laid out in various policy domains. Altogether, there were 40

<sup>2</sup> EFITA, European Federation for Agriculture, Food and Environment (<http://www.efita.net>)

<sup>3</sup> see:  
[http://europa.eu.int/information\\_society/activities/atwork/hot\\_news/eventspages/2003\\_02\\_erural/](http://europa.eu.int/information_society/activities/atwork/hot_news/eventspages/2003_02_erural/)

<sup>4</sup> see:  
[http://europa.eu.int/information\\_society/activities/atwork/erural\\_at\\_work/index\\_en.htm](http://europa.eu.int/information_society/activities/atwork/erural_at_work/index_en.htm)

presentations fitting into a tight one-day agenda<sup>5</sup>. A full report on RAREiS, compiled by its rapporteur Patrick Crehan, is available at

<http://www.mosaic-network.org/pub/bscw.cgi/141100>

## At the dawn of IST evolution of rural regions and new working practices

Discussions held during the RAREiS Conference confirmed that, in order to move towards a new rural development strategy, certain foresight is required – new visions of rural regions in terms of what they will be like in 20 years time, what kind of economic activity and life-styles they will support, and how the nature of their relationship with urban spaces and centres of economic activity will evolve. It must be remembered that these changes are not purely rational changes. They are rooted in local concepts of value and local visions of preferred future. And very often they are highly subjective and political in nature. Foresight is a learning mechanism that facilitates choices underpinning these change processes. It operates at the level of an individual citizen, community or policy expert. It incorporates complex knowledge and relies upon participative forms of qualitative reasoning.

The future of rural regions is an increasingly important issue for policy makers and gains increasing visibility in decision making bodies. This should result in certain legislative support, reflected for example in regulations for teleworking, and the practical implementation of regional and national development strategies. When supported by changes in education and initiatives stimulating awareness among rural workers and citizens, the perception of IST itself

as well as of its benefits, applicability or usability will significantly increase in rural areas. So will the demand for new information and communications technologies.

It may be expected that, by 2010, the currently existing digital gap should have been significantly decreased, thus allowing for new ways of working and living in rural areas. Due to developments in infrastructure, the migration from rural areas will have stopped by then and a younger generation of rural workers will begin to take over. What is more, reverse migration is to occur, as companies and people living in cities decide to move to rural areas due to better living conditions and lower costs along with IST-based ease of work and communication. In this way a number of new working practices and jobs will significantly increase in rural regions, while many traditional activities will be supported by ICT.



The rural regions of Europe now need to re-invent themselves for a sustainable future, and perhaps the best way to address this will be to explore it on the basis of living laboratories that use existing technologies, push them to the limits, and continuously contribute to defining and refining research agendas for the sustainable development of rural regions. It

must, however, be remembered that setting-up living labs or pilots, especially in remote regions and specifically in the short- and medium-term, will certainly require external assistance in the form of government funding (probably from structural funds or dedicated research programmes).

The successful development of rural areas will also rely on collaboration involving key players and on the creation of rural business support services. The key issue here will be to extend this towards co-operation on regional, national and EU level. For entities from New Member States, where partnering and clustering in rural regions is still a rather rare phenomenon, this should be a priority. In a long-term perspective such initiatives will lead to a strengthening of rural economies by the

<sup>5</sup> Conference's agenda and presentations are available at <http://www.efita.cz/conference.php> or <http://www.mosaic-network.org/pub/bscw.cgi/d142219/rural@work.html>.

stimulation of demand and by accelerating innovation and development. The most natural way of implementing this is to continue and to intensify activities of EFITA and the rural@work Community.

Close co-operation with and among various Directorates General of the European Commission is indispensable. Without it, the DGs which currently address rural issues (such as DG



Agriculture and Rural Development, DG Science and Research, DG Information Society and Media, or DG Environment) will pursue independent or even competing agendas and might miss out on opportunities for high impact initiatives at EU level.

## Supporting role of the AMI@Work Family of communities

The success of the Second @rural Conference is very important for the rural@work Community from the point of view of the Community's objectives and increasing involvement in its activities of a broader representation of the rural sector. The rural@work members welcomed the launch of four new initiatives under the umbrella of EFITA which took place during RAREiS. These take the form of highly focused working groups:

- The agri-food@rural Working Group,
- The broadband@rural Working Group,
- The eLearning@rural Working Group,
- The eContent@rural Working Group.

They will co-operate closely with the rural@work Community and their work will be supported by

access to the on-line collaborative spaces at the BSCW portal<sup>6</sup> provided by the COMIST project.

The Conference's conclusions clearly indicate what steps are necessary in order to fulfil the visions drawn by the speakers. The further work, required from now on, encompasses:

- drafting a revision of the Valencia Declaration;
- extension of the Declaration with a set of specific high-level goals to be achieved in the course of FP7;
- integration of the goals with a detailed action plan for research activities that will help to achieve them;
- indication of specific areas for synergy between the activities of DG Information Society and Media, DG Environment, DG Science and Research,, DG Regio as well as DG Agriculture and Rural Development.

This action plan is to be revised on a regular basis, taking into account arising results of on-going research projects, progress with structural initiatives, such as INSPIRE, and insights emerging from complementary activities of the other Directorates General relating to the future of sustainable rural economies. This work will be carried out with support from EFITA and the rural@work Community, and in particular with help from the four newly created @rural Working Groups.

The intention is to announce the launch of this initiative at the "Information Systems in Agriculture and Forestry" Conference, to be held in the capital of the Czech Republic in May 2006, in a form of the 'Prague Declaration'.

<sup>6</sup> to join a working group go to <http://www.mosaic-network.org/pub/bscw.cgi/d142219/rural@work.html>

## Creativity and Productivity of Knowledge Workers

by Marc Pallot



The annual EsoCE-Net Industry Forum has been held in Rome on 5<sup>th</sup> of December 2005. There was a LEGAL-IST workshop in the afternoon and a COMIST workshop on the following day where AMI@Work communities' leaders have been invited to participate.

This event was aiming at offering an opportunity to Industrial players from different market sectors to confront own challenges, strategies and experiences, and to discuss emerging issues and best opportunities of competitiveness from the deployment of new methods and approaches aimed at fostering creativity and productivity of knowledge workers. In particular this event provide an opportunity to EU New Member States' Research and Industrial Professionals to engage in AMI and ESoCE-Net communities in order to share strategies and to discuss opportunities of joint initiatives in view of the i-2010 policy and the upcoming 7th Framework Programme.

The Industrial Forum is traditional a one-day event, structured into two main sessions:

- a morning session, built around a panel of representatives from major international enterprises of different industrial sectors, SME's Clusters, Value Networks, Professional Associations and Policy makers, providing their own view on the current measures for

supporting and improving the creativity and productivity of knowledge workers, as well as discussing major challenges and opportunities emerging within the realising digital business ecosystem;

- an afternoon session, organised in two parallel workshops, one aimed at identifying current barriers and potential solution for improving the creativity and productivity of knowledge workers through a facilitated interactive session, the other focusing on the legal issues relevant to the adoption of advanced collaborative paradigms, which can hamper the full deployment of creativity and productivity of professionals in the emerging collaborative business ecosystem.

The morning session was introduced by a first keynote presentation entitled "[Towards a Human-centric innovative knowledge economy](#)" by Roberto Santoro, EsoCE-Net President and a second keynote presentation entitled "[Growth and Job Creation in Knowledge Society](#)" by Olavi Luotonen, European Commission, Information Society and Media Directorate-General.

This introduction session was followed by a plenary session dedicated to Supporting and Improving knowledge workers' creativity and productivity. The various 7 presentations were addressing issues relevant to the industrial emerging practices in Large Enterprises; to the

inter-company approaches within SMEs' clusters and Value Networks and to the Legal issues in collaborative networked environments and was also discussing the role of Professional Association from individual professionals' point of view. Afternoon workshops were respectively dedicated to "Improving knowledge workers creativity and productivity: barriers and potential solutions" and to "Legal Issues in networked businesses".

Workshop 1 was addressing the evolving business scenario, new collaborative business entities such as Networks of Companies, Virtual Organisations and Professional Virtual Communities are emerging for addressing the socio-economic challenges of improved competitiveness, creativity, innovation, flexibility and social well being. In co-evolution with those business entities, new competencies profiles for knowledge workers, able to better meet the new challenges posed by the evolving ecosystem, are emerging as well, with different characteristics.

With reference to this evolving context for the knowledge workers, this workshop was organised as a full interactive session which was initially stimulated by short presentations addressing advanced approaches and mechanisms aimed at improving the creativity and productivity of knowledge workers. Those presentations were including advanced methodologies for synchronous and asynchronous interactions; rewarding policies for individuals and teams; adoption of new organisational paradigms.

A facilitated interactive session was aiming at discussing the viability of the proposed approaches, recognising the main barriers to their actual implementations and identifying solutions to overcome those barriers.



Workshop 2 was devoted to address emerging legal issues relevant to the adoption of advanced collaborative paradigms which can hamper the full deployment of creativity and productivity of professionals in the new business ecosystems and environment.

The objectives of the workshop were: to discuss with people from industry and from IST related research initiatives the top legal issues in order to formulate shared recommendations to policy makers; to collect additional legal barriers which can potentially prevent the full deployment of the results of IST related research initiatives; to describe

LEGAL-IST support information available from the legal issues studies and identification of the suitable forms of collaboration between LEGAL-IST team and on-going research projects. The workshop was specifically targeted to professionals and organizations actively involved in the development and utilization of new collaborative business paradigms and project coordinators of IST Integrated projects and IST-related research initiatives, especially in the field of Networked Businesses, willing to collect information about legal issues and to seek for legal support from the LEGAL-IST team.

The event was closed by a plenary session, aiming at summarising findings and discussing opportunities of launching joint initiatives.

Plenary session presentations are available at the following URL:

<http://www.esoce.net/p3.asp?file=YC2005/proceedings.htm>

Workshop 1 presentations are available at the following URL:

[http://www.esoce.net/YC2005/Workshop\\_1.htm](http://www.esoce.net/YC2005/Workshop_1.htm)

Workshop 2 presentations are available at the following URL:

[http://www.esoce.net/YC2005/Workshop\\_2.htm](http://www.esoce.net/YC2005/Workshop_2.htm)

## Next Coming Events



Join us in Brussels on Tuesday-Wednesday, 7-8 February 2006, for the 3-part event on  
**Collaborative Technologies supporting Businesses, Industry and Society**  
Research and European Policy  
for Empowering Co-creative and Productive Workers and Citizens

This event (see the complete announcement and programme on the following pages) will launch the Collaborative Working Environments portfolio, network for value creation at the final workshop of the strategic Network4Value study, and present the Living Labs approach regarding i2010 innovation & investment for human-centric systemic innovation.

<http://www.mosaic-network.org/news/events/060207-CWE.html>



Further information about the **International conference on Concurrent enterprising – ICE'2006**, whose main theme is “Innovative Products and Services through Collaborative Networks”, is available at the following URL:

<http://www.ice-conference.org/2006/>

## Collaborative Technologies supporting Businesses, Industry and Society

Research and European Policy  
for Empowering Co-creative and Productive Workers and Citizens

*Open 3-part event in Brussels, 7-8 February 2006*

### 1. Collaborative Working Environments

Launch of IST Strategic Objective of EU  
research

*Tuesday, 7 February 2006, 09h00-13h00  
Hotel Tulip Inn, Avenue du Boulevard 17, 1210  
Brussels (metro: Rogier)*

### 2. Network for Value Creation

Final workshop of the Network4Value  
study

*Tuesday, 7 February 2006, 14h30-18h00  
Hotel Tulip Inn, Avenue du Boulevard 17, 1210  
Brussels (metro: Rogier)*

Joint dinner (entirely optional, at  
participants' cost)

*Tuesday, 7 February 2006, 19h00-22h00  
Hotel Tulip Inn*

### 3. Co-creative Living Labs

i2010 Innovation & Investment for  
Human-centric Systemic Innovation  
*Wednesday, 8 February 2006, 09h00-12h30  
Centre Albert Borschette, rue Froissart 36, 1040  
Brussels (metro: Schuman)*

The registration is now open at:

<http://www.mosaic-network.org/news/events/060207-CWE.html>  
and will close on Thursday, 2 February 2006.  
Registration is mandatory, as space is limited.  
There is no participation fee. Participants are  
responsible for their own costs.

Dear member of the AMI@Work family of communities,

Great expectations were placed on Collaborative Working Environments in the recent 5<sup>th</sup> Call for Proposals of the EU Information Society Technologies priority. This Strategic Objective was one of the top two, when judged by the EU contribution requested for research and large-scale demonstration activities in this call.

Come and hear the themes and plans of the consortia then selected to negotiate projects in Collaborative Working Environments. See first-hand the promise of this project portfolio for a European network of Living Labs and for an Open Collaborative Architecture.

Join us in Brussels on Tuesday-Wednesday, 7-8 February 2006, for the 3-part event on

**Collaborative Technologies supporting Businesses,  
Industry and Society**  
**Research and European Policy**  
**for Empowering Co-creative and Productive Workers and  
Citizens**

This event will launch the Collaborative Working Environments portfolio, network for value creation at the final workshop of the strategic Network4Value study, and present the Living Labs approach regarding i2010 innovation & investment for human-centric systemic innovation.

Hope to see many of you in Brussels on 7-8 February!

Bror Salmelin  
Head of Unit  
European Commission  
Information Society and Media Directorate-General  
New Working Environments

**Hotel Tulip Inn**

## **1 - Collaborative Working Environments**

Launch of IST Strategic Objective of EU research

Hotel Tulip Inn, Avenue du Boulevard 17, 1210 Brussels (metro: Rogier)

09:00 Registration and Coffee

### **10:00 Welcome**

Ulf Dahlsten, Director, European Commission

### **10:15 Context of the Collaborative Working Environments Strategic Objective**

Bror Salmelin, Head of Unit, European Commission

### **10:30 Results of the Collaborative Working Environments Strategic Objective**

Isidro Laso-Ballesteros, Strategic Objective Coordinator, European Commission

### **10:45 Open Collaborative Architecture presentation**

Carlos Ralli, Telefónica I+D

Chair, Open Collaborative Architecture Working Group

### **11:00 Presentation of retained Integrated Projects**

### **11:30 Presentation of retained Strategic Targeted Research Projects**

### **12:15 Presentation of retained Coordination Actions and Specific Support Actions**

12:30 Wrap-up

**Tuesday morning, 7 February 2006**

**Hotel Tulip Inn**

## 2 – Network for Value Creation

### Workshop programme

Hotel Tulip Inn, Avenue du Boulevard 17, 1210 Brussels (metro: Rogier)

#### Introduction

##### 14:30-14:40 Introduction of the Study and Framework

- objectives and scope of the study: which industries and issues were covered
- how we gathered information: case studies, indicator work, policy benchmarking;
- introduction of partners

##### 14:40-15:00 New Working Environments

- what we mean by new working environments
- evidence and indicators on NWE's

#### Industry and Theme Specific Recommendations

##### Rising from Corresponding Road Maps

##### 15:00-15:15 Mobility (work related mobility)

- vision, development paths, R&D recommendations, discussion

##### 15:15-15:30 Media

- vision, development paths, R&D recommendations, discussion

##### 15:30-15:45 Knowledge

- vision, development paths, R&D recommendations, discussion

##### 15:45-16:00 Learning / Qualifications at work

- vision, development paths, R&D recommendations, discussion

##### 16:00-16:15 Wellbeing / eHealth

- vision, development paths, R&D recommendations, discussion

--- C o f f e e b r e a k ---

##### 16:30-16:45 Distributed R&D

- vision, development paths, R&D recommendations, discussion

##### 16:45-17:00 Logistics or Construction

- vision, development paths, R&D recommendations, discussion

##### 17:00-17:15 Sustainable NWE's (collaborative working environments)

- vision, development paths, R&D recommendations, discussion

##### 17:15-17:30 Summary

- summary of proposed future research directions
- implications to the i2010

##### 17:30-18:00 Final Discussion

**Tuesday afternoon, 7 February 2006**

Centre Albert Borschette

## 3 - Co-creative Living Labs

### i2010 Innovation & Investment for Human-centric Systemic Innovation

Centre Albert Borschette, rue Froissart 36, 1040 Brussels (metro: Schuman)

*Chair: Bror Salmelin, Head of Unit, New Working Environments  
European Commission, Information Society and Media Directorate-General*

09:00 Registration & Coffee

#### 09:15-10:00 Living Labs in Creating an Innovative Europe

09:15 Innovation & Investment for Human-centric Systemic Innovation - Introduction  
*Bror Salmelin, Head of Unit, New Working Environments  
European Commission, Information Society and Media Directorate-General*

09:30 Living Labs in a Potential European Innovation Infrastructure  
from the Finnish EU Presidency Perspective  
*Ville-Veikko Ahonen, Programme Coordinator  
Prime Minister's Office, Information Society Programme, Finland*

09:45 Living Lab Key Elements and Current Status  
*Mikael Börjeson, CEO, Centre for Distance-spanning Technologies CDT  
Chair, Living Labs Working Group*

10:00 Short Break

#### 10:15-11:15 The Importance and Value of Living Labs for Industry

10:15 IBM perspective  
*Richard Straub, Advisor to the Chairman, IBM Europe, Middle-East and Africa  
Chair, AMI@Work Policy Group; President of the European eLearning Industry Group*

10:30 SAP perspective  
*Hans-Heinrich Siemers, Director, SAP Inspire (tbc)*

10:45 Atos Origin perspective  
*Jose M. Cavanillas, Director, Atos Research & Innovation, Atos Origin  
Vice-Chairman, NESSI Steering Committee; Co-chair, AMI@Work Policy Group*

11:00 Nokia perspective  
*Veli-Pekka Niihama, Director of Mobile Work Research, Nokia Corporation  
Director, Corporate Partnership Program, Center for Knowledge and Innovation Research*

#### 11:15-12:30 i2010 European Network of Living Labs and a Project Portfolio in Motion

11:15 Integrated Project view  
*Mariano Navarro, Technological Innovation Department Manager, Tragsatec S.A.  
Seija Kulkki, Director, Center for Knowledge and Innovation Research CKIR*

11:30 Key Activities Towards Creation of a European Network of Living Labs  
Coordination Action view  
*Mikael Börjeson and Mats Eriksson, Centre for Distance-spanning Technologies CDT  
Klaus-Dieter Thoben and Karl Hribernik, BIBA*

11:45 Panel discussion & Open Dialogue  
*Panel members to be defined*

12:30 Closing of the Event

Wednesday morning, 8 February 2006

## Call 6 INFO Day in Hungary with partner/project search

Budapest, 15 - 16 February 2006

by Tünde Kallai

The EC published its 6th Call in the IST field on 22 December 2005, the deadline of which is the 25 April 2006. Proposals under this call relate to the following objectives:

- 2.6.1 Advanced robotics
- 2.6.2 Ambient assisted living (AAL) in the ageing society
- 2.6.3 Search Engines for Audio-Visual Content
- 2.6.4 Accompanying actions in support of participation in Community ICT research
- 2.6.5 International Co operation

More: [http://fp6.cordis.europa.eu.int/index.cfm?fuseaction=UserSite.FP6DetailsCallPage&call\\_id=271](http://fp6.cordis.europa.eu.int/index.cfm?fuseaction=UserSite.FP6DetailsCallPage&call_id=271)

The European Commission supports a set of projects, such as, IST-BONUS, Pro NMS, Financial-SMEs etc. whose primary aim is that of helping researchers to build consortia, prepare and submit successful proposals for the published calls in new member states and candidate countries as well, regarding submissions in the IST calls.

'Hungary for FP6' and IST-BONUS are co-organizing a brokerage event in the IST field in order to ensure the success of Hungary, as well as new member states and candidate countries, regarding submissions in the IST calls. The event will take place on 16 February 2006 in Budapest. IST-BONUS is also organizing an Information Day on 15 February 2006 on the open IST calls and other related topics.

Both projects offer the opportunity for the interested researchers to financially support their participation at the event. For further information on how you can benefit from this support please contact the national consultant see the contact details below.

For participation at this event kindly fill in, and return to the undersigned, the registration form which is attached or register directly on-line at <http://www.ist-bonus.net/budapest>. Registration is open until the 4th of February (please indicate also if you would like to participate at the Information Day). You are invited to visit the same home page between 4 and 11 February and select those proposal ideas which are interesting to you.

The objective of the 'Hungary for FP6' project (<http://hufp6.tetalap.hu/>) is to raise the quantity and quality of research projects with Hungarian participation as partners or coordinators in all types of instruments of the 6th EU Framework Programme. The IST-BONUS project (<http://www.ist-bonus.net/>) aims to upgrade the participation of competent organisations in the EU-funded research programmes in two broad areas: e-business and e-work. IST BONUS targets competent research organizations (universities, institutes, centres, etc.), innovative SMEs and mid range and large enterprises from the New Member States (NMS) and Accession Candidate Countries (ACC) of the EU.

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*This newsletter is open to your contribution either in the form of articles, short papers or reports concerning your own research work and AMI@Work community meeting reports or other documents that community groups or research projects would like to disseminate through this Newsletter. Please, send your contribution to the editorial coordinator email address mentioned below*



+ LivingLabs@Work and Leadership@Work Special Interest Groups

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