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Nordic Innovation Centre

August 2010

ENoLL - Nordic Network of User-Driven Innovation and Livinglabbing

- Promoting user driven open innovation and Nordic collaboration through the Living Lab concept
- Adding value to the service creation process by engaging the users of services and products
- Real life cases and pilots where the approach has been successfully implemented



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August 2010

ENoLL Nordic Final Report

- Nordic Network of User-Driven Innovation and Living Labbing
- May 2007 - September 2009

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Executive Summary

Over the past decade, Living Labs have become an established part of local and regional innovation systems, using a variety of methods and tools, and focusing on a wide array of domains and themes. However, the experimental, learning-by-doing set up of Living Labs within various application domains and the disconnection between individual Living Labs, has led to a wide variation of approaches, results and impacts of Living Lab activities. Furthermore, the economic logic and business models for Living Labs remain underdeveloped. Therefore, as this innovation instrument matures, it is paramount to ensure that its main strength in terms of local applicability does not turn into a significant weakness in terms of the relevance, validity and robustness of Living Lab test results.

Reflecting these concerns, ENoLL Nordic project primarily aimed at benchmarking and harmonizing best practices for setting up and conducting individual Living Lab research. The overall objective of ENoLL Nordic project was to promote user driven open innovation and Nordic collaboration through the Living Lab concept¹. The project brought together a wide group of stakeholders, including universities, companies, SMEs and public sector, who all shared the common goal of promoting cross-industry collaboration and accelerating innovation process through these regional innovation platforms. The core group of universities orchestrated wide scale experiments with companies, public sector and academia in a „triple-helix“ co-creation process.

The objective was to better engage the users of the services and products developed, and thus add value to the service creation process both for the supplier as well as for the end users. The Living Lab –type user driven open innovation platform approach had been perceived very valuable in both regional and national level in the participating countries, and had gradually become a prominent part of their innovation strategies. ENoLL Nordic project demonstrated real life cases and pilots where the approach had been successfully implemented, and thus embraced sharing best practices, as well as finding synergies and areas of collaboration between the Nordic countries.

Project approach was event based, and the agendas emerged and evolved in collaboration with user groups and other stakeholder groups nationally and on the European level. The project also mapped the current situation in the Living Lab research in the participating countries, including SWOT analysis of the approaches. The analysis concluded that the critical success factors include trust, clear rules, and active key persons. Most Living Lab actors consider Living Labs as platforms for research and development rather than user driven open innovation experimental research in real life environments. A typical operating model for Living Labs is project based development, where collaboration and user engagement is organized through websites and resources, as well as through regular events. Thus there was need for specific Living Lab research infrastructure and commonly

¹ A Living Lab can be defined as a user-centric innovation milieu built on every-day practice and research, with an approach that facilitates user influence in open and distributed innovation processes engaging all relevant partners in real-life contexts, aiming to create sustainable values (Bergvall-Kåreborn, Ihlström, Ståhlbröst & Svensson, 2009)

agreed methodology and terminology. The challenge in this operational model is sustainability and capturing network level value from the collaboration.

The work done in the ENoLL Nordic directly benefited other related initiatives, while at the same time, the research and coordination actions on national level contributed to the Nordic agenda. Increased networking was a central theme for the project, and thus ENoLL Nordic project achieved high level of visibility and numerous extensions to the project through workshops for development and sharing, consulting, dissemination, expert panels and other promotion events.

The two-year project was extended until September 2009 after it was realized that the completion of the final deliverables would benefit from some extra time. The main deliverable of the project was a virtual toolbox, which is a comprehensive user guide for parties interested in user driven open innovation user driven open innovation open innovation –either academically or in terms of practical implementations. The Toolbox has been co-compiled by the project consortium and the Nordic Network for User-driven Innovation and Living Labs in collaboration with the other related Nordic projects. This tool box collects together the findings and learning accumulated during the ENoLL Nordic project. The toolbox includes basic definitions and descriptions of user driven open innovation process and related concepts, as well as articulates the benefits and limitations of the approach. Furthermore, the toolbox gives an overview of the end-to-end process of setting up, managing, evaluating and governing multi-stakeholder networks. First of its kind open access toolbox, it also features successful Living Lab cases and contact points for further information and instructions.

ENoLL Nordic project team would like to take this opportunity to thank the Nordic Innovation center for this opportunity to work together, and hope to continue collaboration in near future!

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INTRODUCTION

Particularly since the formulation and implementation of the Lisbon strategy, the promotion of innovation has become a cornerstone of European policy making. Next to an obvious R&D focus, EU innovation policy also incorporates a deployment and piloting perspective. This is embodied in the current i2010 policy framework, one of the main objectives of which is constituted by “Strengthening innovation and investment in ICT research”.

For ICT innovation in particular, dealing with the fundamental unpredictability of products and services usage, a crucial policy challenge has been identified in establishing more open and networked forms of collaboration between industrial, governmental, academic stakeholders on the one hand, and user communities on the other hand, all along the innovation process. Knowledge-intensive organizations can no longer rely on traditional top-down leadership behavior and management processes in coordinating today’s knowledge workers in their creative and interdependent tasks.

Processes for mobilizing, engaging, empowering and gaining the commitment of self-organizing individuals of actor networks are of paramount importance in energizing them. Traditional company hierarchies are increasingly complemented, and at times taken over, by widely orchestrated complex networks. Even the European Research Area is becoming increasingly ecosystem-based and co-evolutionary, implying that new methods, tools and interaction structures are needed in order to better leverage on the current expertise and enable the diffusion of complex and systemic innovation.

Recent experiences in that respect have proven that in such open or networked innovation environment, stakeholders are confronted with a number of specific challenges related to lack of competences, diverse expectations and cultures, conflicting public and private objectives, various measuring and benchmarking methods, as well as to obstacles in interoperability and integration of solutions.

ENoLL Nordic project assumed the vision that user involvement and user centrality are essential to a new, “service pull” model of innovation, where the role of the user is critical and has to be integrated and duly monitored throughout the whole innovation process. In an array of industries, producer centered innovation is being eclipsed by user-driven innovation – the idea generation, concept development, prototyping, and even production of new products and services is done together with users.

ENoLL Nordic project built on the assumption that the majority of Nordic companies do not yet fully exploit user generated possibilities and the new innovation platforms - Living Labs. Living Labs represent regional innovation environments, or ecosystems, that focus on user communities embedded within “real life”. Besides technological aspects Living Labs allow insight on to the human dimension of technology, which is of essence for a successful societal deployment of new technologies.

In this project we tried to clarify the various roles that Living Labs can have in supporting industry to adopt user-driven innovation practices, as well as explore the processes, methodologies and structures required in order to implement the process as a sustainable part of innovation strategies in Nordic companies. Partners benchmarked best practices and policies, and jointly developed guidelines for participative product/service development activities. One of the major objectives of the project was to develop a Nordic benchmark and way of working specific for Nordic culture, tradition and business environment. ENOLL Nordic project further investigated the need and feasibility of Nordic-scale experimentation platforms and regional piloting as a means for new market and industry creation.

I. PROJECT PLAN

Living Labs are currently heavily discussed in the European research community. Most of the discussions focus on open and publically available infrastructures to test and implement new products and services. ENOLL project partners claim that there is not only one model for Living Lab collaboration but a number. Additionally there is a clear lack of business models so that most of the 212 Living Labs summarized in the ENOLL community clearly depend on government and public funding. In addition to European level harmonization and definitions, there is now an emerging movement to tailor a Living Lab concept for various user groups and application sectors. In this process the researchers have identified several challenges and points of inconsistency.

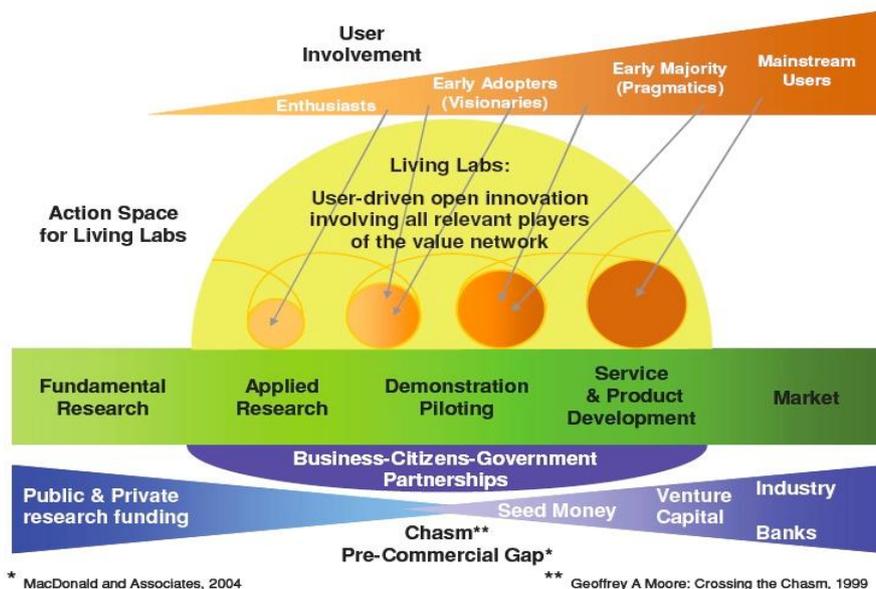


Figure 1. Positioning Living Lab research in the innovation process

On operational level the challenges for Living Lab operations include missing business propositions and underrated Living Lab services. On the other hand, project based funding and inherent challenges with sustainability slow the development in the field. Most Living Labs were partly or fully funded by public funding sources. The funding model is directly reflected in the management model. Several of the Living Labs did not have a defined service portfolio and market their services for outsiders, and only minority did active marketing. This lack of proactive service marketing can be explained by the limited resources of the un-clarity of the ownership and mandate of the Living Labs, many of which were run by universities or city officials.

Due to the fact that these networks are young and therefore are still looking about how they want to address the objectives, there are still a lot of open issues. The elements that ENoLL Nordic network want to address are:

- Open and transparent internal communication between the partners of the network and avoiding in-house clustering
- Sustainability of the network – both organizational as well as financial
- How to deal with the mix of different types of Living Labs within the network
- Clear and well defined rules and procedures to collaborate (within an international context)

ENoLL Nordic project approach was strongly networking and event based. This was considered particularly suited for the project, since the objective was to collect benchmarks from a wide evidence base, as well as increase awareness and promote stable knowledge transfer and long-term, systemic capacity building among various diverse audiences.

To this end, ENoLL Nordic together with a group of leading institutions and ICT companies dealing with user driven open innovation user, established an experts“ forum. Participants had a shared agenda that was further developed through cross-fertilization and practical deployment of ideas and concepts through cross-border industry-academy collaboration and exchange.

The practical work was organized in work packages. Each work package had their own leaders though all partners participated in all work packages. The work packages followed a causal chain from establishing the project to national level initiatives. Once enough data about the national state of the art of developments was saturated, the findings were discussed on Nordic level. These findings were analyzed and used as bases for the guidelines and toolbox for user driven open innovation and network management. An important aspect was also the dissemination and sharing, and thus a separate work package was established for workshops and other dissemination events.

The project plan reflected the approach of finding national benchmarks and then sharing them on Nordic scale. The first tasks included launching the ENoLL Nordic project and establishing common terminology and shared understanding of the project objectives. This was followed by various national level actions of Living Lab facilitation, orchestration and promotion. The partners remained in close contact throughout the project, and attended workshops and events also overseas. The final year of the project concentrated more on Nordic level work, culminating in a common toolbox and guide for Living Lab methodology and tools for anyone interested in Living Lab

research and user driven open innovation. Table below list the deliverables from the initial project plan.

D1	Launch of the ENoLL/Nordic, CKIR
D2	National UDI and livinglabbing facilitation, CDT
D2.1	National Livinglab workhops (1 in each country), Country managers
D3	Toolbox of livinglab methods for Living Labs, LLD
D4	Guide of livinglabbing for companies, CDT
D5	Generic awareness rising among industry, academia and public sector,
D5.1	Nordic Workshop, CKIR
D5.2	Nordic Strategy Group for User driven open innovation and Living Labs
D5.	European Workhop, CDT
D6	Network coordination, CKIR
D6.1	Website, CKIR

Table 1. Work plan for ENoLL Nordic

The initial phases of the project were central to the success of the project. The launch of the ENoLL Nordic network involved numerous activities, including the following:

- Setting the objectives and mutually agreed goals for the network.
- Defining roles, responsibilities and operating model for the partners, including initial ideas related to dividing risk and rewards amongst the parties.
- Identifying and sourcing required subnetworks and supporting parties. The complementary parties needed for successful completion of the work need to be connected to the core group. This task also includes identifying the context of the network and articulating the related other networks and interest groups.
- Identifying relevant policy framework that will impact the project, and be impacted by the project.
- Identifying what knowledge to share and how, laying an initial plan for a community repository, identifying ways to capture and store soft knowledge (to be embedded into community practice and stored into relationships).
- Monuments: symbols for the identity of community (e.g. logos). Also facilitate creating and developing of own identity within the community.
- Instruments: an infrastructure that supports interactive communication to enable the processes of constant negotiation of meaning, participation and reification.
- Points of focus : focal concepts around which the interaction and collaboration will be structured such as engaging projects for community members

The project further consisted of both national and Nordic dimensions. Once the project consortium had reached consent on the focus areas and knowledge exchange processes, each partner started their work in national networks and communities. In national level the ENoLL Nordic partners acted as a nodal point in orchestrating and organizing events and development initiatives. The experiences from the national activities were then fed back to the project team and shared and

discussed in Nordic level. Periodically the partners met in workshops to share experiences and lessons learned in national workshops. These workshops collected participants from research community, companies as well as local innovation agencies. Compared to other ongoing and past Living Lab initiatives, emphasis was given to corporate sector engagement and opportunities.

RESOURCES

Each participating organization allocated senior level resources to the project. The initial budget of 3600 000 NOK remained unchanged during the project, despite the prolonged duration. Nordic Innovation Center grant was 1 500 000 NOK, which represented 42 per cent of the total project budget. The amount is invoiced from NiCe in one lump sum at the completion of the project. Below is the project budget per participant.

Partner	2007	2008-2009	Total
Helsinki School of Economics	412000	618000	1030000
Norwegian Univ. of Science and Tech.	336000	504000	840000
Luleå University of Technology	356000	534000	890000
Aarhus University	336000	504000	840000
Total	1440000	2160000	3600000

Table 2: ENoLL Nordic Budget

The core partners acted as Country coordinators of the ENoLL Nordic network. Country coordinators also formed the steering committee of the project. National coordinator's responsibility was to organize their national activities and forums in accordance with the national needs and situations. Coordinators also oversaw the co-operation with other national UDI and Living Lab related communities, forums, projects and policy makers. The national coordinators by country were:

Center for Knowledge and Innovation Research (CKIR), Helsinki School of Economics, Finland.
Country coordinator: Petra Turkama

Center for Distance-spanning Technology, Luleå University of Technology, Sweden.
Country coordinator: Mikael Börjeson

Danish School of Education, Aarhus University, Denmark.
Country coordinator: Jacob Jaskov

Norwegian University of Science and Technology, Norway.
Country coordinator: John Krogstie

In addition to the core project group, ENoLL Nordic project had several external partners and collaborators that were not funded by the project. These collaborators included companies, SMEs,

public sector agencies as well as user communities. The principal partners and collaborators included:

Movense Oy, Idean Research Oy, Art and Design City / ADC Oy, Turku Living Lab / Åboland region rf. Forum Virium Helsinki, NOKIA Oyj, Elisa Oyj, Technology Industries of Finland, Finnish Prime Minister's office, Sitra - National Fund for Research and Development, Dimes ry. Panlabs Consortia, Helsinki University of Technology, University of Oulu, University of Industrial Arts, University of Helsinki, Technical Research Center of Finland, Swedish Network of Living Labs, Luleå University of Technology, Vinnova, Aarhus School of Business, Aarhus University, National IT and Telecom Agency, Ministry of Science, Technology and Innovation in Denmark, Danfoss, Novo Nordisk, Danish Broadcasting Corporation (DR), DevoTeam, GN Store Nord, Aarhus School of Architecture, Danish Standards Organisation, Norwegian Research Council, Accenture Norway, Microsoft Fast, Wireless Trondheim AS, NTNU, Sør Trøndelag County Municipality, Adresseavisen, Telenor, SINTEF, ABM utvikling, IBM Norway, Innovation Norway.

In addition to the core partners and the before mentioned learning network, ENoLL Nordic also created an interest group for Living Lab research. These organizations are not currently active developers, contributors of beneficiaries of Living Lab experiments, but actively follow developments in the field, and are potential future practitioners. This extended community also provides outsider view to the community, and thus is a valuable resource from the Living Lab method development point of view.

II. DISSEMINATION AND NETWORKING ACTIVITIES

Project team considered the dissemination of the project work effective through the related projects, seminars and networks. Thus the cost is manageable and wide audiences can be reached. In recent European Network of Living Labs initiatives there has been a keen interest to learn about Nordic collaboration, since the Nordic countries are in the forefront of implementing Living Lab and user driven open innovation methodologies even as a part of national innovation strategies. Furthermore, there are several new instruments for Living Lab research, and the community has found consent regarding definitions and methods for doing Living Lab research. Figure 2 summarizes current state of European Living Labs in SWOT analysis. This analysis was conducted in ICT PSP CIP² program Apollon, and provides the most up to date fact based analysis of the state of the art processes and results in European Living Labs.

² DG INFSO ICT PSP CIP is the funding scheme under which the APOLLON program is implemented. Refers to Directorate General Information Society Internet and Communication Technologies Policy Support Program, Competitiveness and Innovation Program.



Figure 2. SWOT - analysis existing networks of Living Labs (Apollon, 2010)

III.1 NATIONAL NETWORKING

According to the European definition, Living Labs represent a user-centric research methodology for sensing, prototyping, validating and refining complex solutions in multiple and evolving real life contexts. European Living Labs are at the forefront of defining and putting into practice this new approach within the context of their local ecosystem. At this point of Living Lab life cycle, Europe-wide federation and networking between Living Labs is primarily aimed at harmonizing best practices for setting up and conducting individual Living Lab research. In addition to European level harmonization and definitions, there is now an emerging movement to tailor a Living Lab concept for various user groups and application sectors.

The European Network of Living Labs (ENoLL) is the international federation of benchmarked Living Labs in Europe and worldwide. Founded in November 2006 under the auspices of the Finnish European Presidency, the network has grown in „waves“ up to this day. To this date, 4 Waves have been launched, resulting in 212 accepted Living Labs. The ENoLL international non-profit association, as the legal representative entity of the network, is headquartered in Brussels, at the heart of Europe.

Core partners acted as Country coordinators of the ENoLL Nordic network. Country coordinators also formed the steering committee of the project. National coordinator's responsibility was to organize their national activities and forums in accordance with the national needs and situations. Coordinators also oversaw the co-operation with other national UDI and Living Lab related communities, forums, projects and policy makers. During the project, advancement of Living Lab movement and integration of activities took place in various levels in all participating countries. ENoLL Nordic also succeeded in finding owners and funding for the national Living Lab work: at the completion of the project, self sustained Living Lab communities continue their operation.

ENoLL Nordic project partners represent mature, leading Living Lab researchers and orchestrators in their countries, and are actively involved in several related initiatives and projects both nationally and on European level. One major activity for the project was Fire week held in Luleå, where, as the culmination of the Living Lab movement in Europe and Nordic countries, the call for the 4th wave of Living Labs to join the European network of Living Labs (ENoLL) was launched.

Links to European and international activities were built and managed by all partners. Network regularly informed cross-European Living Lab and similar national forums about its activities and thus aimed to integrate and participate deeply the European and national structures of cooperation.

Tangible impacts of ENoLL Nordic dissemination activities in national level included establishment and mobilization of new Living Lab initiatives and networks. In Norway where Living Lab is a relatively new approach, several new Living Labs were established. In Denmark focus was on business relevance and added value for companies. This addressed the identified challenges and presented companies with evidence of gained business benefits in Living Lab collaboration. In Sweden the national funding agency initiated a major Living Lab survey, and increased funding on Living Lab work. In Finland a national Living Lab network was established under the ministry of employment and trade. Also the national funding agency started new programs for Living Lab research.

II.II EUROPEAN COLLABORATION

Living Labs are at the forefront of defining and putting into practice this new approach within the context of their local ecosystems. As the world economy is now globally integrated and services-based, with cities as its hubs. By transferring best practices between European innovation communities, different types of organizations will be empowered with a better mechanism for the selection and implementation of innovative, marketable ideas. From the Living Lab point of view, city based demonstrations and user driven open innovation platforms have great potential to contribute to the general acceptance of the Living Labs approach as a key method in the innovation process. Networking and sharing best practices across the cities will accelerate learning and reduce duplication of effort for all partners.

International collaboration was done principally in Europe, since that was considered most relevant for the work done in Nordic countries. The project collaborated closely with the ENoLL – European

Network of Living Labs, and had a representation in cross-European LLP/LG (Living Labs Portfolio Leadership Group).

The core and networked members of the project included a range of partners representing the entire spectra of Living Labs initiatives. Through the ENoLL Nordic project those initiatives are able to learn from each other and deploy best practices from others within the network. Through the use of the expert groups and other similar communities the dissemination and take-up within other regions is anticipated to be stimulated.

This spread of partnership was totally in line with European Commission Information Science and Technology (EC IST) policy's overall priority and secured the relevant aspects of fostering innovation through end-user participation to be covered. The academic partners covered areas such as; technology, business, work process, knowledge and innovation. Together with the existing Living Lab partnerships in the different regions this ensured the creation of project deliverables with high quality.

The regions taking part in the project cover a geographical part of Northern Europe ranging from south (Denmark), to north (Sweden), from east (Finland) to west (Norway). The setup also includes rural regions and cities spanning from less developed (from an ICT point of view) to more developed. Industry involvement is substantial in the various regional Living Labs thereby boosting the innovation process regionally. The opportunity to learn and support between the regions is thereby considered excellent.

The work of ENoLL Nordic involves key industry players in the field and thereby links to other initiatives such as European Technology Platforms, Integrated Projects etc. The involvement of these industry players is anticipated to ensure the industry relevance in the measures taken by the project. Also Nordic innovation service providers, universities, research institutes work within the ENoLL Nordic ecosystem.

III. ACHIEVING SPECIFIC PROJECT OBJECTIVES

The potential as well as simultaneously the challenge of Living Lab or other collaborative innovation network research is the fact that the phenomena can be approached from various angles with various research methodologies, disciplines and theoretical foundations.

Common methodology and tools for creating and managing Living Lab networks is needed to provide SMEs, users and academic community a set of harmonized user-centered research and innovation services (best practices, services, methods, tools, operational and business models and platforms) and advance the rigor and quality of Living Lab experimentation in Nordic countries.

In order to address this objective, a central concern to the project was establishing a Nordic Network of User-Driven Innovation and Living Labs. This network aimed at supporting and analyzing pilot cases in order to capture the critical success factors for user-driven innovation and

research. The successfulness of the project was analyzed against initial objectives and pre-set success criteria. Project evaluation was done by project partners. ENoLL Nordic project had three main objectives and 6 sub-objectives. Below is the description of the objectives and discussion on the project's ability to reach the targets.

1) Establishment of a Nordic Network for User-Driven Innovation and Livinglabs

- Launching the Nordic Network of User-Driven Innovation and Livinglabs
- Facilitating UDI and Living Labs expert community collaboration and integration into related national and European activities

The project achieved the objective of establishing active networking among Nordic Living Lab actors. A demonstration of the success of Living lab concept in Nordic countries demonstrates itself through 24 members of the ENoLL coming from the Nordic countries. Furthermore, the project achieved its' target of raising general awareness regarding Living Lab concept. Related networks and projects have gained more popularity and funding instruments in all Nordic countries in country level.

Encouraging innovation environment and citizen participation are cornerstones of National innovation strategies in Nordic countries. Businesses benefit from the countries advanced 'Living Lab' environment where users, companies, researchers and public institutions are joining forces to form problem-solving communities. The innovation environment is characterized by dynamic and transparent ecosystem based thinking, growing investments in R&D – both in public and private sectors, as well as active, continuous and successful dialogue between all actors on all levels.

In Finland Finlab project as well as several regional initiatives, like Helsinki Living Lab, have been initiated during the project. In Sweden Vinnova has instrumented Living Lab research and studies. This culminated in the launch of 4th wave of Living Labs during the Swedish EU presidency. In Norway and Denmark the national level initiatives are shaping up, and regional Living Labs are actively involved in European Union funded research projects.

The Living Labs are an instrument through which the innovation process can be improved by establishing business-citizens-government partnerships that enable users to participate in R&D at an early stage. European Living Labs are at the forefront of defining and putting into practice this new approach within the context of their local ecosystem. Currently, Europe-wide federation and networking between Living Labs are being or have been setup, in order to exchange information, looking at harmonizing best practices for setting up and conducting individual Living Lab research. However the Living Labs in those networks are still operating and collaborating across Europe at an individual project level.

Project partners have participated in several leading EU projects, and brought with them other national partners that have not previously worked in European level. Such projects include European Commission's ICT Policy Support Program Competitiveness and Innovation program (ICT PSP CIP), where the partners have participated in major projects in consequent years. Such

projects include Save Energy and Apollon. The partners also participate in several proposals for year 2010, and are likely to be involved in this Living Lab instrument also in the coming years. However, even more important than the project level collaboration is the shared vision and network level learning by the participating partners. This community will live on regardless of funding and temporary projects and studies.

2) Experience sharing and networking within the Living Lab community and beyond

- Compiling a toolbox of user driven open innovation-innovation and livinglabbing methods for LivingLabs
- Producing a guide of livinglabs for companies

Living Lab networks can be defined as managed collaboration networks (as opposite to self-organizing networks), which feature internal transparency and direct communication. Members of a network collaborate and share knowledge directly with each other, rather than through hierarchies. They come together with a shared vision because they are intrinsically motivated to do so and seek to collaborate in some way to advance an idea or a concept.

Identified challenges in Living Lab network creation and management include the need for a specific Living Lab research infrastructure and commonly agreed methodology and terminology at the European level. Over 50 events were organized during the project in order to create a wide knowledge base and sharing of best practices and methods between the project core partners and beyond. The benchmarking and knowledge sharing culminates in the creation of the virtual methodology toolbox, which can be found online at <http://www.lltoolbox.eu/>

Systematically applied methodologies and supporting tools provide companies and organizations with a controlled environment for collecting, modeling, analyzing and storing qualitative user generated data in various contextual settings, and thus further develop their services, as well as speed up product adaptation through relevant market communications and campaigns. In this context we define „tools“ in the broad sense of the term to include any media used for systematically collecting user inputs, collaborating and analyzing the results. The tools include virtual online tools, as well as templates, questionnaires and artifacts.

Sustainable methodology and research infrastructure is a prerequisite for distributing innovation through the value chain. User driven open innovation tools can be considered as a platform for interactions, co-creation and feedback, or wider, as a vehicle for broad social, economic and institutional transformations.

The Toolbox has been co-compiled by the project consortium and the Nordic Network for User-driven Innovation and Living Labs in collaboration with the other related Nordic projects. This tool box collects together the findings and learning accumulated during the ENoLL Nordic project. The toolbox includes basic definitions and descriptions of user driven open innovation process and related concepts, as well as articulates the benefits and limitations of the approach. Furthermore, the toolbox gives an overview of the end-to-end process of setting up, managing, evaluating and

governing multi-stakeholder networks. First of its kind open access toolbox, it also features successful Living Lab cases and contact points for further information and instructions.

In the toolbox we present user driven open innovation tools as a platform for systemic innovation, and an environment for engaging and empowering users in co-creation process with the developer's community. The target stage is to enable a creative innovation environment where ideas and knowledge move freely. Effective tools enable leveraging knowledge and managing relationships in sustainable co-creation process.

The toolbox compiles different methods for user-driven innovation, including guidance for companies of added value of user-involvement and how to get started with the approach. The toolbox aims to serve business strategists and product developers to learn more about user-driven innovation and Living Labbing and give answers to the questions: Why? and How? Social Web based applications provide a new model for cooperation and the tools making it possible for people in different locations to cooperate to share ideas and collectively solve problems. Second, it is often the case that there already exists a wealth of tacit knowledge and experience among individuals in disparate locations that has not been formally compiled into a functional repository.

The target is to help various stakeholders to better understand the potential and planning of user-involvement in the development of a new service or product development. This toolbox will serve companies in their initiatives, but is also a virtual platform for sharing experiences, where we invite all stakeholders to get actively involved in sharing and learning together.

The tool also served the purpose of establishing common ground and thinking among the project partners. Several different approaches were used, but the principles of understanding and defining Living Lab collaboration remain the same. The following table outlines the principles of the Living Labs as they are understood by the partners.

Closed Innovation Principles	User driven open innovation Principles	Living Labs Principles
The smart people in our field work for us.	Not all the smart people work for us. We need to work with smart people inside and outside our company.	Crowdsourcing the people's "wisdom" leads to smarter products/services (more functional, usable, acceptable...).
To profit from research and development (R&D), we must discover it, develop it and ship it ourselves.	External R&D can create significant value; internal R&D is needed to claim some portion of that value.	R&D and innovation must be done with the users, not as guinea pigs but in open, real-life, testing environments.
If we discover it ourselves, we will get it to market first.	We don't have to originate the research in order to profit from it.	Time-to-market & market potential are enhanced by working with users.
The company that gets an	Building a better business model is	Social and institutional factors are as

innovation to market first will win.	better than getting to market first.	important as technology and economics in driving innovation.
If we create the most and the best ideas in the industry, we will win.	If we make the best use of internal and external ideas, we will win.	New and better ideas come from users integration since the very early stages of product/service development
We should control our innovation process, so that our competitors don't profit from our ideas.	We should profit from others' use of our innovation process, and we should buy others' intellectual property (IP) whenever it advances our own business model.	A transparent public private partnership is the way to deploy innovation and to achieve more sustainable results in the medium-to-long run.

Table 3. Innovation principles in Living Labs

From these principles the idea collection and product testing are the most valued services that Living Labs offer. In addition to these project based outputs, the Living Labs also have values in network level in terms of learning and maturing of the collaborative processes and practices, as well as independent platforms for public-private-partnerships for long term development and experimentation.

Due to the ambitious objectives to disseminate the project findings and promote the Nordic Living Lab concept, the project way of working was to a large extent event and networking based. The objective of the project was to map the current state of the art practices, increase awareness in the related communities, and establish collaboration in the areas identified as weaknesses in the current operations. The project did not develop new methodologies or models for Living Lab collaboration. This would be the role of potential follow up project for ENoLL Nordic.

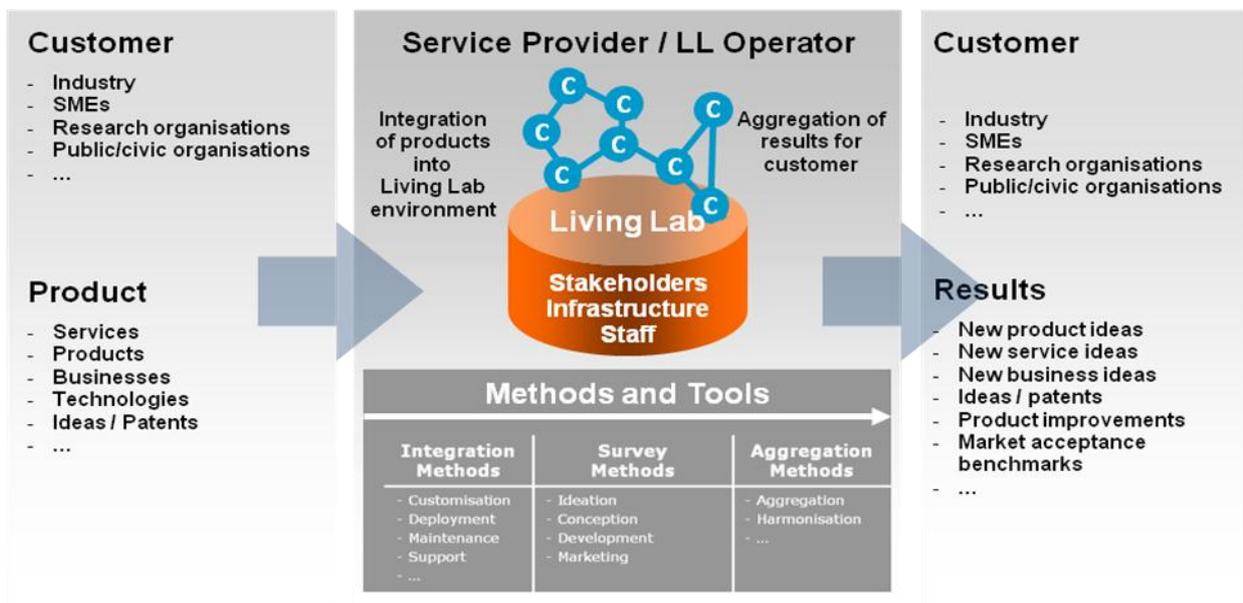
3) Promoting user-driven innovation and livinglabs to wider user groups in companies and public bodies

- Generic awareness rising among industry, academia and public sector
- Nordic, Baltic, European and International Living Lab networking

The project started off by mapping the current situation in the national Living Lab networks and communities. This work included study on the current enablers and bottlenecks in the Living Lab collaboration. The importance of common methodologies and tools was highlighted since the users are involved in a user driven open innovation process. Harmonized user driven open innovation methodologies would enable systematic categorization, filtering and analyzing of the qualitative and quantitative user data. The related tools can be considered as a platform for interactions, co-creation and feedback, or wider, as a vehicle for broad social, economic and institutional transformations.

Living Labs can have various objectives ranging from purely economic goals to more societal and relationship related objectives. The objectives of the network are related to its structure, participants and management models. In this project we took the stand that Living Labs are established principally following economic rationale. The figure below illustrates Living Labs as service providers. The figure presents a process oriented view of Living Labs with knowledge inputs and outputs. This type of understanding of Living Lab collaboration works well for companies' line of thinking, and thus the predominant approach in contacts with the corporate sector.

Living Labs as Innovation Service Providers



ICE2006 Living Labs Emerging Practices 28.06.06
 Living Labs Definition and Concept
 Karl A. Hribernikhri@biba.uni-bremen.de

Figure 3. Living Labs as innovation service providers

In regards to public sector the approach emphasized the collaborative and user-centric aspects of Living Labs. The dissemination events also looked into the policy impacts of the Living Labs, as well as their potential for job creation and economic growth.

Nordic companies and regional and national actors have gained knowledge about Living Lab and user-driven innovation, through more than 50 workshops, conferences, seminars and meetings. The project further conducted mapping of national Living Lab activities on a Nordic level to share future need for research, collaboration and policy recommendations, as well as initiated several new innovation and research projects in related fields of study. Companies and public sector have been involved in preparations and as participants in several national and European Commission funded Living Lab research initiatives, to name but few ICT PSP CIP project APOLLON: Advanced Pilots

of Living Labs operating in networks, commencing November 1st, 2009, which includes several Nordic partners representing companies, SMEs, academia and public sector. Additionally, LILAN foundation instrumentation on Nordic Baltic Living Lab research acts as a nice continuation complementing ENoLL Nordic project.

The national mapping was done in desk study, as well as through workshops and events with companies and other organizations involved in Living Lab activities. The more interesting developments were analyzed in more detail and the key persons interviewed. The work further included analysis of the offered services and methodologies. Participating Living Labs represent a wide variety of domains and approaches. Current development objectives for the Living Labs are to facilitate networking and further develop collaboration models, as well as find more sustainable financial instruments and models. Secondary area of development is Living Lab service offering that currently mostly targets small and medium size companies and public agencies. The Living Labs were fairly well networked and most of them worked with the municipalities and local companies. Offered services included:

- Project preparation services, Innovation and development services for companies
- Meeting place, Usability testing, User development methods
- Living Lab –methods, Online focus groups
- Pilot and innovation environment, Project management services
- Prototype creation, Prototype testing
- Scenario analysis, Need finding
- Service concepts, Product development services
- Commercialization, Networking

Most Living Lab actors consider Living labs as platforms for research, development and innovation (RDI) in a controlled environment rather than user driven experimental research in real life environments. A typical operating model for Living Labs is that the collaboration is mostly organized virtually through websites and resources, as well as through regular events. The network orchestrator or in project level the project manager is responsible for the collaboration. The idea is to take small steps and focus on micro level initiatives in a very experimental mode. Most times the outcome is not known once the project starts, but rather the network iterated and modifies their ways of working as the projects advance and new things are learned. Each participant brings in their competences and methodologies. The various methods then selected depending on the case. No new were methodologies developed.

From user point of view the benefits of collaborative development are evident. The possibilities and capacity of users to voluntarily engage in co-design are numerous, and enhanced by sustainable Living Lab setting. There are many benefits and motivations for involving users, some of them identified in the project are:

- For democracy aspects, because it is ethically and morally right to give people the opportunity to have influence on change being implemented into their context.
- As experts of their context;
- Visions and difficulties are known and could be expressed by the users
- Needs (wishes, desires, solutions, strengths, experiences); why the users want something
- Processes, activities and structures are experienced by the user and needs to be considered in future situations

- Culture; the roles, norms and values that exists in the organisation
- Existing technologies that might need to be integrated into a future solution
- To create an interdisciplinary team
- Balance power relations between different roles and competencies
- More and better communication between competencies
- Knowledge sharing among those involved
- Develop users technical competence which leads to easier implementation of the future solution
- Expectation management; users get a sound understanding and expectation of what the future solution might offer and support
- Increase job satisfaction, commitment and system acceptance increases
- Owner-ship; when users are involved they also get a sense of owning of the future solution. This leads to less suspicion towards the product and high system

Overall the Living Lab situation in Nordic countries is dynamic and the amount of active Living Labs continuously growing. The approach has been received well by the local and national policy makers and public authorities. Among corporate sector there is still more hesitance regarding the benefits and added value of Living Labs. Strengths of Nordic Living Labs include:

Strengths:

1. Knowledge about regional features
2. Openness and trust
3. Virtual tools
4. Extensive collaboration with international partners
5. Public service development as a part of regional innovation strategy using Living Lab methodology
6. Cities strong role
7. Near real time sharing and communications

Challenges are mostly similar to those identified in European context, and are caused by the lack of business models and sustainability. Thus the operations are project funded, which is reflected in the management models and the level of commitment for the partners.

Identified Challenges/Weaknesses:

1. Financing and tight budgets in the development projects
2. Getting started and manage expectations
3. Projects are technology lead
4. Scalability of developed models
5. Living Labs just getting started
6. Business relevance
7. Clear operator or responsible manager missing
8. Move from small scale piloting to business as usual mode of operations

Living Lab is in some cases understood as a test bed for project based technology development. The cases and platforms that do not operate as Living Labs call themselves so, which creates confusion and bad reputation to the method.

IV. SUMMARY

ENoLL Nordic project team is pleased with the project results and considers the project successful. The project managed to launch the Nordic Network of User-Driven Innovation and Living Labs within the European Network of Living Labs. Before the project the collaboration occurred on ad hoc basis. ENoLL Nordic project opened regular dialogue and established a sustainable collaboration between the core partners as well as their national collaborators. This will enable improved facilitation of UDI and livinglabs expert community collaboration, and integration into related national and European activities and projects.

The impact of the project can be evaluated in various terms. As the project is collaborative and networking based by nature, the project team considers the number of people engaged through the organized events as a good concrete measure for the event. More indirect impacts can be listed as the accelerated acceptance and application of Living Lab method in the participating countries. Another important impact factor is sustainability. The participating universities and Living Lab communities wider continue to work together in various Nordic and European initiatives. Furthermore, the Living Labs have established their position as prominent parts of local and national innovation ecosystems.

In regards to experience sharing and networking within the Living Lab community and beyond the developed methodology and toolbox will help all parties in discussing user driven open innovation development initiatives. ENoLL Nordic project initiated several sustainable Living Lab communities that will continue sharing knowledge and developing the research area and practice further.

During the two-year-project, several parallel European and regional initiatives have been launched, and the project partners and other stakeholders have been actively involved in these projects. This has enabled learning and sharing for mutual benefit. Also the reach and impact of ENoLL Nordic has been extended with these external linkages and dissemination activities.

Overall the future looks bright for Nordic Living Lab research and practice. The concept has been perceived very well by local as well as international companies, and the research institutes involved have gained central positions in European and global Living Lab projects and communities. Nordic countries continue to play the central role in introducing novel technical and economical concepts, as well as providing fertile ground and infrastructure for user driven open innovation validation and further development of the concepts.

ENoLL Nordic project team would like to express its“ sincere gratitude to the Nordic Innovation Center for making this project possible, and to explore future opportunities to work together with NICE and its“ partners.

Appendix 1: Summary of the deliverables and actions

D1 Establishment of the ENoLL Nordic network, after identification of national actors of livinglabbing and user-driven innovation in four countries

- General Nordic level mapping and identified activities
- Grounding ENoLL/Nordics role within ENoLL community activities :
- European Living Lab Portfolio Leadship Group (rep Kari Mikkela), May 2007
- ENoLL Nordic and China Living Labs, presentation, 25.6.2007
- ENoLL Nordic and US Open Innovation, presentation 9.8.2007
- EU commission, CWE (informed as Nordic dev. and policy activity), Oct 2007
- ENoLL Nordic and Finnish Innovation University, presentation 20.10.2007
- ENoLL Nordic Methods and ICT SHOK, presentation 30.8.2007
- ENoLL stakeholder presentation ENoLL 2nd wave launch 17.10.2007
- ENoLL Nordic presentation for the OLLSE-members (Swedish network of Living Labs), 23.11.2007
- ENoLL Partner Meeting presentation 27.11.2007
- ENoLL Nordic as platform for NICE projects, presentation 30.11.2007
- Promotion the ENoLL Nordic as a cross-boarder example for the European Network of Living Labs in Finnish Tekes ICT SHOCK
- ICT SHOC: development of a framework for UDOI
- European DG ICT PCP days 16 June 2009
- ICE 2009 seminar 23-24.6.2009 in Leiden
- FIRE week 1.-3.7. in Luleå
- IRIS Seminar, Molde, Norway

D1.1 Mapping of the Finnish Living Lab situation

- Pre-study with ENoLL, DIMES ry and Culminatum Oy
 - Agreed with Dimes: LiTe Open as national LL coordination forum, K Mikkela (ENoLL Nordic) facilitates with Veli-Pekka Niitamo, May 2007
 - Kehitysalustat report 6.2007, ENoLL Nordic contributed national mapping parts
 - Policy discussions with ministries and innovation institutions
 - ICT SHOC case studies with Nokia
- Company visit round tour for understanding their LL needs
 - Meetings with executives of large Finnish Companies
 - Helsinki Living Lab (HLL) work with SMEs and LL customers
 - Turku Living Lab work with regional developers
 - Case studies with ICT SHOC
- National ICT SHOC research programme and cluster initiative preparation work together with Finnish RDI organizations and industries
 - Focus ICT service cluster in Finland (Strategic center of excellence for ICT research)
 - Living Labs (in general: User driven open innovation) seen as a horizontal support structure

D 1.2 Mapping of the Swedish Living Lab situation

- Vinnova launched the start-up of a Living Lab pilot program in Sweden, (Establishment of 5 Living Labs and a network project), 2007-06-28 (<http://www.vinnova.se/misc/menyer-och-funktioner/Nyheter/Nyheter-2007/070628-Living-Labs/>)
- Kick-off of the Swedish network of Living Labs 23.11.2007 (https://www.cdt.ltu.se/projectweb/472b900fc973a/20071122_OLLSE_Kickoff.html)
- Five new members of the 3rd wave of the ENoLL are Swedish Living Labs. (Launched in Lyon Nov 2008) www.openlivinglabs.eu
 - Swedish network of Living Lab workshop 24.11.2007 (WS)
 - Living Lab Open Fora at TietoEnator 4.5.2007 (OF)
 - Local companies at Aurorum Science Park in Luleå, 11.5.2007 (OF)
 - Aurorum Science Park and ISA (Invest in Sweden Agency, 7.6.2007 (OF)

D1.3 Mapping of the Danish Living Lab situation

- Gathered input from public resources
- Gathered input from resent research applications and research grants
- Close interactions with large companies regarding their innovation
- Participation in the Danish Standards effort on user-driven innovation

D1.4 Mapping of the Norwegian Living Lab situation

- Established contact with the Noria-net LILAN project, and worked together with the Norwegian Research council in connection to this project in the mapping of relevant candidates for Norwegian Living Labs
- Established closer liaisons and with some of the candidates (Accenture: Nordic Innovation Lab; RECORD-project (SINTEF/Opinion), Wireless Future, Trådløs Pasient) (In the 3.wave of ENOLL-memberships, We (Wireless Trondheim - NTNU), and RECORD was included in as members of ENOLL)

D2 National Living Labbing and UDI facilitation, by arranging national collaborative workshops in four countries

- Local meetings, together with ADC Oy and Åboland Region rf
- National meetings, together with DIMES ry, ICT SHOK
- International meetings, together with ENoLL, + China, USA etc.
- Swedish-China Living Lab meeting in Stockholm together with Ericsson, June 2007
- Swedish-Slovenian Living Lab meeting in Maribor-Slovenia, together with ENoLL, Nov 2007
- Swedish-Israelian Living Lab meeting in Luleå-Sweden, Nov 2007
- Swedish-India Living Lab meeting in India, Nov 2007
- Living Lab Workshop in Portland at the Clusters2007 conference (<http://www.clusters2007.com/>), USA in collaboration with Vinnova, Oct 2007
- Living Lab workshop in Halmstad co-organized by the Nordic Network of Living Labs, May 2008
- Seminar organized by the Nordic network of Living Labs in Oslo Norway Sep 2008 to support the Norwegian Living Lab movement
- Living Lab and e-tourism workshop organized in Rovaniemi, Finland March 2009. Participants from Sweden, Finland and Hungary

- Different national workshops among Swedish Living Lab actors 2008-2009

D2.1 Co-Arrangement of Finnish LiTE Open Forums (OF) and Workshops open for Finnish LL actors (WS)

- 14.5.2007, Octopus, Oulu (OF)
- 21.-22.5. 2007, ENoLL, Guimares, Portugal (WS)
- 18.6.2007, CKIR, Helsinki (OF)
- 18.6.2007, Tulevaisuuden kehitysalustat, Korjaamo, Helsinki (WS)
- CKIR User driven open innovation open innovation workshop, Helsinki 20-22..8.2007 (WS)
- 3.9.2007, TEKES, Helsinki (OF)
- 11.10.2007, Nokia Research Centre, Helsinki (OF)
- 16.10. 2007, ENoLL User driven open innovation, Brussels, Belgium (WS)
- 13.11.2007, TeliaSonera, Helsinki (OF)
- 27.11.2007, ENoLL Partner Meeting, CKIR, Helsinki (WS)
- 10.12.2007, VTT, Espoo (OF)

D2.2 Arrangement of Swedish Open Forums (OF) and workshops (WS) (2)

- Swedish network of Living Lab workshop 24.11.2007 (WS)
- Living Lab Open Fora at TietoEnator 4.5.2007 (OF)
- Local companies at Aurorum Science Park in Luleå, 11.5.2007 (OF)
- Aurorum Science Park and ISA (Invest in Sweden Agency, 7.6.2007 (OF)
- Seminar with the Car-industry of West-Sweden to promote the potential of Living Labs for innovation, Gothenburg Oct 2008 (OF)
- Network-activities and workshops among the Swedish network of Living Labs (Luleå March/April 2008, Umeå Dec 2008, Stockholm and Malmö April 2009, (WS)
- Fire Week in Luleå 1.-3.7.2009

D2.3 Arrangement of Danish workshops

- Two national UDI workshop carried out in collaboration with Danfoss, Novo Nordisk and Danish Broadcasting Corporation (27/4-09 and 2/6-09). Focus on how to connect company strategy with user-driven innovation. See more www.managingstrategicinnovation.com

D2.4 Arrangement of Norwegian workshops

- Arranged two workshops in 2008: 1 in Trondheim 3/6-2008 and one in Oslo 3/9-2008. In the Oslo Workshop all partners in ENOLL-Nordic participated, in addition to potential new ENoLL members and representatives from Norwegian Research Council and Innovation Norway. Arranged two workshops in 2009 in Trondheim (June 2009 and August 2009), the latter with attendance from several parts of the country

D3 Guide for Living Lab customers, created together with Nordic Living Labs

- Needs finding visits to new companies
- Needs of HLL and Turku LL project participants
- Needs of ICT SHOK ecosystem
- Case collection started together with Dimes Open Lite and Helsinki Living Lab and <http://www.helsinkilivinglab.fi/node/157>
- Meetings with TeliaSonera, Tietoenator and Ericsson to discuss and exchange Living Labbing activities and company needs,
- Different white-papers on the theme User-driven innovation and Living Lab will be produced to transfer research into useful knowledge for companies. Topics:
- Introduction to User driven open innovation
- The business strategy that redefines your company's system boundary
 - Roadmaps for User driven open innovation
 - How to create a shared value with our users
- A technical report finalized as a knowledge-base for companies to better understand the benefit of user-driven innovation “User driven open innovation– Are there any effects of user-involvement in innovation”. Author Dr. Diana Chronér, Luleå University of Technology
- Case related to Accenture FindMyFriends trial to develop methods for collecting input from users of new technology. More about the trial: <http://www.computer.org/portal/web/csdl/doi/10.1109/ICHIT.2008.252>

D4 Methodological toolbox for Living Labs, co-compiled together with Nordic actors of livinglabbing and UDI

- Tool-box format co-creation with weWILL, HLL
- Planning meeting in Oulu 29.11.2007
- Collection of UDI methods used in Sweden among research organizations and market-research companies finalized in December 2007
- Toolbox content developed in collaboration with Laboranova
- Collaboration with Danish Standards Organisation specification of methods and tools
- Planning meeting among partners in Trondheim to sketch a new version of the toolbox mock-up (August 2008)
- User-studies made among Swedish Living Lab people about their needs and ideas for a Toolbox (January 2009)
- New framework of the toolbox produced (February 2009)
- Final toolbox available at <http://www.lltoolbox.eu>

D5 Awareness rising and joint agenda building among industry, academia and public sector

- Awareness building achieved through workshops and seminars in participating countries.

D5.1 Nordic Workshop (arranged in Finland November 2007)

- Living Lab Innovations workshop 28.11.2007
<http://events.forumvirium.fi/livinglabinnovations/Program.html>

D5.2 Nordic Strategy Group for User driven open innovation and Living Labs (for policy makers and financing bodies)

- NORIANet preparatory project accepted (Jan 2008), Swedish partners of the ENOLL-north project has been in the working-group. Research-programme LILAN - A Nordic-Baltic research programme on Living Labs was finalized May 2009. A first-call will open in autumn 2009 among Nordic-Baltic countries <http://www.vinnova.se/In-English/Activities/Services-and-IT-Implementation-/Living-Labs/NORIANet---Living-Labs/> Swedish ENoLL Nordic partner have been promoting and taking an active roll in forming a Swedish-Finish Living Lab research collaboration The collaboration has been initiated but is still finding its' institutional form. Current collaborative initiatives have been organized under DG INFSO ICT PSP CIP Smart Cities initiative.
- Norway: The meeting 3/8 in Oslo and other cooperation with Norwegian research council in the LILAN project has been the main contribution in this respect
- Denmark: Collaboration with Danish Standards Organisation on shared guide and vision for user driven open innovation. This work is documented as a part of working papers for the forming of the standards.

D5.3 European Workshop (arranged in Sweden October 2008)

- Abstract accepted for the eChallenges conference in Stockholm 2008, Partners decided to arrange a exhibition instead to promote the Nordic Living Lab cooperation among EU delegates.
- European Workshop is planned for the FIRE and Living Labs conference in Luleå July 2009. Workshop theme: “Sustainable management for viable Living Labs”

D6 Network coordination, communication & administration

- Network coordination was organized through regular workshops, communications and project based events.

D6.1 Project start-up meeting/kick-off

- Kick-off at Simula Innovation, Oslo, 23.-24.5.2007

D6.2 Communication plan

- Main work at national level: graphical design and logos, liaison with stakeholders, own meetings, presentations, web-site, papers, newsletters etc

D6.3 Innovation conference in Finland (NICE)

- 28.-30.11.2007 in Oulu
- Project meeting 28.11.2007 (3 reps)
- EnoLL Nordic Presentation at NICE's UDI ws 29.11.2007
- Meetings with other NICE projects and
- Liaison with Nordic Policy actors

D6.4 ENoLL Nordic Website

- Living Lab toolbox website serves as project website

D6.5 Status report (Final report 2009)

- Reporting was done for the whole project at the completion of the project. The final report was sent together with all financial reporting

D6.6 Project finalization meeting

- Project finalization meeting was held in Molde on August 10, 2009 at 14:30 (during IRIS 32 conference)



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Nordic Innovation Centre

Nordic Innovation Centre

Nordic Innovation Centre (NICe) is an institution under the Nordic Council of Ministers facilitating sustainable growth in the Nordic economies.

Our mission is to stimulate innovation, remove barriers and build relations through Nordic cooperation. We encourage innovation in all sectors, build transnational relationships, and contribute to a borderless Nordic business region.

We work with private and public stakeholders to create and coordinate initiatives which help Nordic businesses become more innovative and competitive.

Nordic Innovation Centre is located in Oslo, but has projects and partners in all the Nordic countries.

For more information: www.nordicinnovation.net