

MEETING THE CHALLENGE OF EUROPE 2020

THE TRANSFORMATIVE POWER OF SERVICE INNOVATION

CASE STUDIES

collected by the Expert Panel on Service Innovation in the EU

Partnerships for better
innovation support



**Innovation in Services
Expert Panel**

The views expressed in this publication, as well as the information included in it, do not necessarily reflect the opinion or position of the European Commission and in no way commit the institution.

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Table of content

Introduction	2
<hr/>	
Transformative service innovations to promote Smart Growth	5
Case 1: CzechPOINT - a universal place for citizen-government interactions	6
Case 2: praguewelcome.cz - The Capital City of Prague Tourism Portal	7
Case 3: Appearance models supporting user-centred development processes in Senate Properties	8
Case 4: Tailor-made staff service concept for welding production	9
Case 5: EffizienzCluster LogistikRuhr	10
Case 6: Abel Adventures/AbelLife	11
Case 7: MeMo - A business model tool for mobile services	12
<hr/>	
Transformative service innovations to promote sustainable growth	13
Case 8: PRE Centre for Energy Advisory	14
Case 9: Global Environmental Services	15
Case 10: Eniram Ltd.	16
Case 11: PIUS@-Check	17
Case 12: car2go GmbH	18
Case 13: InnovationCity Ruhr	19
Case 14: Volvo - Commute Greener	20
Case 15: Opportunity Peterborough	21
<hr/>	
Transformative service innovations to promote Inclusive Growth	22
Case 16: The Moravian Wine Trails - a network of bicycling paths supporting local agriculture and sustainable tourism in South Moravia	23
Case 17: Age management as a factor for competitiveness and profitability in PWD Technical Services of the City of Helsinki	24
Case 18: Language Café	25
Case 19: VerkehrsmittelVergleich	26
Case 20: trivago GmbH	27
Case 21: VIP-PA - Visualisation of patient-centred processes and business models	28
Case 22: New Opportunities Programme (Services for jobseekers and for improving skills and education)	29
Case 23: Bank of Tourism Potentials in Slovenia (BTPS)	30

Introduction

At the beginning of 2010, the Directorate-General for Enterprise and Industry of the European Commission established an Expert Panel on Service Innovation in the EU comprising 20 members. The Panel's mandate has been to consider the concrete and specific steps which should be taken at European level to support service innovation in the context of the Europe 2020 Strategy.

The 'Europe 2020 Strategy. A strategy for smart, sustainable and inclusive growth'¹ puts forward a dynamic vision of an effective social market for the 21st century. It identifies three priorities: Firstly **Smart Growth** to develop an economy based on knowledge and innovation. Secondly, **Sustainable Growth** to promote a more resource efficient, greener and more competitive economy. Thirdly, **Inclusive Growth** to foster a high-employment economy delivering social and territorial cohesion. The Europe 2020 Strategy was presented in March 2010 and was followed by the launch of seven flagship initiatives². These flagship initiatives are intended to be the main tool for implementing the ambitious targets of the Europe 2020 Strategy.

The Europe 2020 Strategy also sets out five measurable targets for 2020 that will steer the process towards growth and innovation:

1. 75% of the population aged 20-64 should be employed.
2. 3% of the EU's GDP should be invested in Research & Development.
3. The "20/20/20" climate/energy targets should be met (including an increase to 30% of emissions reduction if the conditions are right).
4. The share of early school leavers should be under 10% and at least 40% of the younger generation should have a tertiary degree.
5. 20 million less people should be at risk of poverty³.

In the course of the year, the Expert Panel has met four times to discuss the role of service innovation in attaining the Europe 2020 goals of smart, sustainable and inclusive growth. The Panel has been evaluating the policy rationale behind successful service innovation initiatives both at national level and EU level to assess what can be done, notably at European level, to promote the power of service innovation to transform the economy.

This collection of 23 case studies supplements the report of the Expert Panel "Meeting the Challenge of Europe 2020: The Transformative Power of Service Innovation". The Expert Panel has selected the cases, which have been edited by the Expert Panel Secretariat, to provide evidence, data and examples of the transformative potential of service innovations, in the three priority areas of smart, sustainable and inclusive growth of the Europe 2020 Strategy.

Expert Panel Recommendations

The analysis and case studies of the Expert Panel show that business is becoming increasingly aware of the way in which service elements and service innovation transforms value chains and their own position within them. However, while considerable focus has rightly been given to creating a Single Market for services, industrial and innovation policy at the European, national and regional level needs to be similarly geared towards services. The recommendations of the Expert Panel are therefore aimed at strengthening the policy framework in five main areas:

1. **Raise awareness of the transformative potential of service innovation and its contribution to EU competitiveness**

1 http://ec.europa.eu/growthandjobs/pdf/complet_en.pdf

2 The seven Flagship Initiatives are: "Innovation Union"; "A Digital Agenda for Europe", "Resource efficient Europe", "An industrial policy for the globalisation era", "An Agenda for new skills and jobs", "European Platform against Poverty" and "Youth on the move"

3 See introduction in Europe 2020 Strategy. A strategy for smart, sustainable and inclusive growth'

The Expert Panel recommends that:

- The European Commission develop a European Service Innovation Centre (ESIC) to strengthen the links between policy makers, business and academia. The ESIC can help raise awareness of new developments and emerging opportunities related to service innovation.
- The ESIC act as a central hub of expertise, and collaborate closely with the Institute for Prospective Technological Studies in Seville, the International Institute for Applied Systems Analysis near Vienna, universities, think tanks, industry and knowledge intensive service sector associations, to provide authoritative analyses, sectoral and foresight reports, and evaluations of support programmes.
- The findings of the ESIC inform the thinking of the High Level Group on Business Services, which the Commission is proposing to establish.⁴

2. Strengthen political leadership at the European, national and regional levels**The Expert Panel recommends that:**

- The High Level Group provide the political leadership that is necessary to promote a service perspective in policy making and take forward the recommendations of this report.
- Regional innovation strategies give particular weight to the role which services and service innovation might play in contributing to growth and economic development.
- Where appropriate, Member States review their strategies towards the use of Structural Funds and, in particular, develop measurable outcomes in relation to supporting innovative services. Such an approach could lead to their active participation in the Innovation Partnerships and large-scale demonstrator programmes set out in this report.

3. Build new competitive business from service innovation and improve the agility of policy making to do so**The Expert Panel recommends that:**

- The European Commission adopt established mechanisms for encouraging the development of the new innovative services. The European Creative Industries Alliance may provide such a model.
- Under the Alliance, the Commission set up an Expert Group to help the Commission and Member States develop and share a common vision of how creative industries can contribute to modern industrial policy, to monitor the Alliance's progress, and to liaise with the High Level Group on Business Services.

4. Develop dedicated programmes in support of innovative services**The Expert Panel recommends that:**

- The European Commission develop a Service Gazelles Programme to support high impact gazelles within the EU.
- The European Commission implement initiatives to foster and strengthen joint innovative interactions between service and manufacturing companies.

5. Promote the application of service innovation to meet societal challenges**The Expert Panel recommends that:**

- The European Commission set out its model for Innovation Partnerships in relation to its chosen pilot of assisted living at the earliest opportunity.
- Urgent consideration be given by the European institutions to the selection criteria and governance of Innovation Partnerships/demonstrators with a view to adopting this policy tool as a key driver of innovation and industrial policy in the EU.
- The next R&D Framework Programme (FP8) give due consideration to the technologies that underpin the "smarter", sustainable systems which enable firms to develop responsive real time services in sectors as diverse as transport and logistics, construction and facilities management, energy distribution, telecommunications and financial services.

⁴ As worded in the European Commission document 'An Integrated Industrial Policy for the Globalisation Era: Putting Competitiveness and Sustainability at Centre Stage, COM(2010) 614: "... The Commission will ... set up a High Level Group on Business Services to examine market gaps, standards and innovation and international trade issues in industries such as logistics, facility management, marketing and advertising (2012) ...

Transformative service innovations to promote Smart Growth

Smart growth involves improved acquisition and management of information about customer needs and behaviours, and business processes, to create better, or completely new, goods and services with higher added value

CASE 1: Smart Growth

CzechPOINT

A universal place for citizen-government interactions

Country : Czech Republic

Responsible

The project is managed and operated by the Czech Ministry of Internal Affairs (Ministerstvo vnitra České republiky)

Description

The CzechPOINT project - which is an integral part of Czech e-Government strategy - represents a system of universal electronic contact points designed for citizen-government interactions. The legislative background of the Czech Republic is still mostly based on paper-based certificates, confirmations, and authorised records. Consequently, can be hard and time-consuming work for Czech citizens to interact with various state bodies.

The CzechPOINT project substantially reduces the paper work by providing Czech citizens with more than five thousand electronic contact points to interact with various governmental bodies. The contact points are usually situated in local post offices, municipalities, or notary offices.

At the contact places, the users can encrypt the content of their messages. Messages can only be decrypted at the receiving end of the system and vice versa thanks to the PKI encryption standard. This encryption technology makes the electronic communication in both directions absolutely safe.

Another key architectural component is that the interface allows user interactions and multiple client side operations in multi-platform heterogeneous environments. A substantial part of the system is an innovative concept of "authorised conversion" allowing for document conversions (from paper to electronic form) without the documents losing their legal power. In this way, the CzechPOINT system enables authorised conversion of official documents to be performed in a legislatively controlled, secured environment.

The transformative potential of the service

Apart from the technical innovative aspects, the system brings a substantial improvement to Czech citizens as it reduces previously scattered, paper-rich dealings with various government bodies and agencies to one single, electronic interactive point. The next development of the CzechPOINT will interconnect the network with the personal computers of individual Czechs allowing even more convenient handling directly from their homes or offices. The ultimate eGovern-



ment vision is that the citizens will not need to collect and/or supply the information, instead the receiver will extract the required information from the system.

Impact/assessment

The first CzechPOINT contact places were introduced to the public in 2007. Since then, the system has grown to 5,769 local contact points situated at local municipalities, post offices and other places of public convenience and has produced more than 3 million individual outputs. The most widely issued documents include certified personal criminal records, certified records of land and property ownership, and certified information on registered companies, enterprises and business individuals.

Website

<http://www.czechpoint.cz>

Contact details

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CASE 2: Smart Growth

praguewelcome.cz

THE CAPITAL City of Prague Tourism Portal

Country : Czech Republic

Responsible

The praguewelcome.cz portal was launched and is managed by the Prague Information Service (Pražská informační služba), an organisation under the capital city of Prague. The web-design was created by FG Forrest, a.s.

Description

The Prague Information Service recently launched the praguewelcome.cz tourist portal. The Prague Information Service is an organisation under the capital city of Prague promoting the development of the travel industry in Prague. The core idea behind the new internet portal, which is influenced by comparable information services in London and Vienna, was to offer a complex virtual presentation of the City of Prague and the services available to tourists. The portal is designed by the renowned Czech web-studio FG FORREST, which specialises in web and intranet designs and online campaigns.

The portal contains rich and largely interactive information in ten world languages including Chinese and Japanese. Apart from detailed factual information on Prague's history, monuments, accommodation, transport, and catering possibilities, the portal also operates several useful functions based on a fully interactive map of the City embedded onto the Google map platform. An interactive guide enables the tourists to design scalable visits or long stays in Prague depending on his or her preferred means of transport and time available. The function also allows for interactive planning of visits to the most favourite tourist attractions. The portal indicates the location of the nearest points of interest and calculates the price of a taxi drive to predefined locations. An interactive calendar of actions is also available. The calendar contains a comprehensive list of all the cultural, sports and social events in Prague and enables quick online ticket reservations. The multimedia section of the portal offers virtual walks through the most prominent city monuments in 360° perspective as well as current views of Prague weather conditions provided by 24-hours operated webcams. Finally, the portal has sections targeted at specific groups of visitors, such as disabled people, senior citizens, etc., a B2B section for media professionals and congress managers, and active links to social networks including Facebook, Twitter and YouTube.



The transformative potential of the service

The portal represents an example of advanced, highly integrated and user-friendly virtual information service based on multimedia platform. The system with its excellent management content system facilitates visits to Prague for foreign tourists who so far have depended on a number of different telephone, publication and personal services. The portal and its associated services also contribute to the development of experience economy.

Impact/assessment

Since its introduction to the public in June 2010, more than 250,000 visitors from 158 countries have visited the portal. A web survey also shows that 70 % of these visitors repeatedly enjoy the use of the services offered by the portal.

Website

<http://www.praguewelcome.cz>

Contact details

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CASE 3: Smart Growth

Appearance models supporting user-centred development processes in Senate Properties

Country : Finland

Responsible

Senate Properties, a government owned enterprise under the aegis of the Finnish Ministry of Finance, is responsible for managing the Finnish state's property assets and letting premises.

Description

Via an appearance model, the user and the designer jointly create an idea for a future service concept through better communication. The appearance models allow the entity of a final product or service to be described visually and are a very effective way to communicate. To create an appearance model it is necessary to gather customer requirements efficiently and let people with different backgrounds develop it further. In addition to the customers, using appearance models includes ex-perts from, e.g., graphic and games design. The model helps to identify the current stage of the development process and the main product/service components that need further development. One of the new concepts developed with the help of appearance models is Sesame. The Sesame concept is a description/a map of the e-business environment of Senate Properties. Sesame gathers knowledge related to real estate and properties management and acts as a new ICT platform for the company. The concept is ideal in usage contexts for persons working at the executive level in real estate business. The 2-year appearance model project began in 2007 with support from Tekes (Finnish Funding Agency for Technology and Innovation).

The transformative potential of the service

In the future, interaction between a customer and a company will increasingly take place without physical contact, i.e. via electronic channels. To ensure smooth communication, these electronic forms should be developed further to achieve enhanced usability and functionality. Via the appearance models the users can easily express their needs and understand the impact of their ideas.

During the development project of appearance models, several methods were used to ensure user involvement. Contextual interviews, process analyses, and prototypes were the most fruitful methods. Use of visual elements makes the development process as well as the components of new solutions more concrete. Visualisation also allows enhanced commu-



nication between people coming from different backgrounds during the development process.

Impact/assessment

End-users gain a better understanding of the final product already at the early stage of the development process through the appearance models application. The interaction with customers strengthens the understanding of the customer's business environment and the method improves the effectiveness in developing and designing new and better-fitting solutions for customers. In addition, costly and time-consuming redesign efforts can be minimised in the later phases of the process. The concept has been used both in development projects involved in information management as well as in rapid concept development of expert service modules targeted at supporting the executive management level of the customer base.

Website

<http://www.senaatti.fi/>

Contact details

Senate Properties

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CASE 4: Smart Growth

Tailor-made staff service concept for welding production

Country : Czech Republic

Responsible

The Finnish companies Kemppi and Barona have announced a new staff service solution aimed at improving the competitiveness of the welding industry.

Description

Kemppi's welding equipment and solutions, which represent the latest technology in the field, are renowned globally. The company has subsidiaries in 13 countries and sales offices and distributors in more than 70 countries. Barona is one of the biggest staff service companies in Finland. The company has an international recruiting network. They offer personnel resourcing and recruiting as well as various personnel service solutions.

The collaboration between Kemppi and Barona has resulted in the development of a novel approach combining the best skills, the latest welding technology and follow-up on productivity. The name of the concept is "HumanWeld". The implementation of the service is based on production analyses at customers' premises. The analysis offers complete information on the welding processes and the related costs and enables optimisation of the welding production as a whole. The customer is then able to manage the capacity variations and balancing their business cost structure as well. The follow-up system verifies the cost structure, improves the welding quality and shortens the lead-time of the welding production.

The transformative potential of the service

Two companies operating in different lines of business have joined forces. Barona is responsible for recruiting skilled welders, and Kemppi is responsible for making sure that the workers have all required skills and that they can get the most out of their tools. The welders are equipped with state-of-the-art welding machines, which also include the possibility to monitor the work performed - not only in terms of quality but also in terms of productivity. The system also introduces payment by results instead of traditional payment by the hour.

Impact/assessment

HumanWeld is a customer-driven service concept that outgrows the separate service elements. It gives metal manufacturers an easy and effective way to develop their production to make an urgent increase in production volumes. Most of



the companies visited during the product development phase were enthusiastic about the concept, especially the ones that were planning a change in ownership due to owner's upcoming retirement. Many companies also welcomed fresh ideas for developing their production processes, which have not changed for years.

Website

www.kemppi.com, www.barona.fi

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CASE 5: Smart Growth

EffizienzCluster

LogistikRuhr

Country: Germany/North Rhine-Westphalia

Responsible

EffizienzCluster Management GmbH (ECM) is the agency of the cluster "EffizienzCluster Logisti-kRuhr". It is a public-private partnership between Fraunhofer Gesellschaft, Initiativkreis Ruhr, and agiplan GmbH.

Description

The EffizienzCluster LogistikRuhr (Leading-Edge Cluster) develops decentralised and autonomous logistics services along the entire value added chain. The key issues in the cluster include adaptable logistics systems, goods traffic management, and logistical organisation expertise. The focus is on the optimisation of logistics services with regard to the use of resources and energy. The Internet of Things, for example, simplifies material flow by means of RFID (Radio Frequency Identification).

120 companies and 11 research institutes work in the cluster. Among them we find the Fraunhofer Institute for Material Flow and Logistics, the Technical University of Dortmund, the University of Duisburg-Essen, the corporations REWE, Deutsche Post and Deutsche Bahn, as well as numerous small and medium sized enterprises. In addition to developing the location's leading global position in the field of logistics, the Leading-Edge Cluster aims to establish itself as a worldwide centre for the innovative design of high-quality logistics services. The Leading-Edge Cluster competition is intended to take Germany to the top of the league of technologically advanced nations. The Federal Ministry of Education and Research launched the competition in the summer of 2007 under the slogan "Germany's Leading-Edge Clusters - more innovation, more growth, more employment".

The high-performance clusters formed by business and science that enter into strategic partnerships are set to boost Germany's innovative strengths and economic success. In 2010, the cluster Logisti-kRuhr was selected by an independent jury and was one of five winners in the second round of competition out of three in total. The plan is to hold three rounds of competition some eighteen months apart.

The transformative potential of the service

The EffizienzCluster LogistikRuhr will establish itself as a worldwide acting centre for innovative design of high-quality



and efficient services in logistics to create new workplaces and secure existing workplaces and economic successful and ecological and social responsible economic management.

Impact assessment

Only by working together can science and industry find the answers to major social and economic challenges through content related and regional partnerships in which energy is bundled and strengths are boosted. The German Federal Ministry of Education and Research has recognised the potential of clusters and is promoting this potential with the Leading-Edge Cluster Competition, which addresses all industries and research areas in its thematic openness. The issue concerning the economic challenges to be faced tomorrow is at the centre of the joint activities of the EffizienzCluster LogistikRuhr. Expanding metropolitan areas and fulfilling the demands made by more and more people to live in an environment with minimum pollution levels pose very great challenges for urban centres. It is for this reason that the EffizienzCluster has devoted one of its seven major sections to the issue of "Providing Urban Areas with Public Utilities".

Website

www.effizienzcluster.de

Contact details

info@effizienzcluster.de

CASE 6: Smart Growth

Abel Adventures/AbelLife

Country : The Netherlands

Responsible

Abel Adventures BV originates from open innovation consortium consisting of Novay (Innovation mediator), the Regional Bureau of Tourism Twente, and a foundation of 40 local hotels and hospitality concept company.

Description

Abel is a tourism concept for smartphone route navigation for cycling, walking and sailing. It is available on I-phone, Android, Blackberry, Nokia, Windows Mobile as an application, download or on a memory card. The idea behind Abel is not that it takes you through the shortest route to your destination. It takes you over the most scenic route, combining it with a personalised tourist guide. Abel tells everything about the points of interest by means of text, pictures, movies and/or audio. Abel is not only technology, it also combines technological possibilities with new tourism concepts and business models for hotels and operators. Abel started in 2006 as a spinoff from a number of open innovation research projects at Novay. In these projects, Novay researched into a dynamic combination of services applied to geo-data in a mobile setting. The first demonstrators of an Abel-like service were then developed into commercial services, adapting them to the more stringent needs of technology unaware tourists using PDA's with GPS modules. This became Abel. After the start of Abel, continuous innovation and adaptation were necessary to keep up with the growing possibilities of mobile devices and trends in smartphones.

The transformative potential of the service

A concept such as Abel requires much more than the geo data currently provided by Google or OVI. Detailed local information is also necessary such as maps and content for tourists for describing cultural heritage, natural surroundings, and other sites of interest, i.e., content that is often hidden in regional archives or personal collections. Making such content available to an interested audience is an important component of the experience of Abel.

Impact/assessment

Abel is a proven concept. It has been operational for four years and is available in the Netherlands, Germany and Austria. Trips are sold by tour operators such as Fietsvakantiewinkel, SNP, Cy-cletours, TUI. Abel's latest innovations are Apps and



boat routes promoted by partners who share in the revenue of the routes sold. Moreover, leading online tour operators as well as individual hotels are promotion partners in this concept.

Website

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Contact details

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CASE 7: Smart Growth

MeMo

A business model tool for mobile services

Country : Sweden

Responsible

The MeMo-business model has been developed by researchers from five disciplines and CDT at the Luleå University of Technology in Sweden in co-operation with TeliaSonera and Ericsson. The project is part of the VINNOVA programme “Innovations in the Service Society”.

Description

As a part of the model a tool for visualising the abstract and critical factors behind business models has been developed. The tool is intended to be used for guiding/coaching organisations in their business model development and is based on three core business model management strategies: (1) complexity management, (2) risk management, and (3) resource management. These management strategies can be used for analysing, testing, validating and articulating cause-and-effect relationships in connection with business model development in specific environments. Coping with environmental factors such as uncertainty, technological turbulence/variation, and market complexity, as well as interaction with key stakeholders, are central parts to consider when seeking competitive advantage. The business model landscape allows for comprehension of internal and external factors, e.g., in terms of environmental opportunities and threats or internal strengths and weaknesses. This awareness may help to ensure appropriate choices, e.g., in choosing management strategies and business model development. The management strategy, the business model design, and organisation all depend on the critical business model factors. As an example, the findings indicate that a complex business model requires high degrees of structures in its organisation and a high degree of flexibility in its design, whereas the high-risk strategy is characterised by high flexibility in business model organisational structure and a low degree of flexibility in the business model design.

The transformative potential of the service

The MeMo-tool for business model development helps to visualise the business potential in innovative businesses. For instance, focus may be on management of complexity in the business model (e.g. radical innovation), risk management (high risks, e.g., financial, business and market) and management of resources (e.g., in resource intensive innovative businesses). This may be connected to the indicated findings on the entrepreneurs' awareness of factors that influence



business performance. Beneficial interaction/partnership between key stakeholders enables smart, sustainable, and inclusive growth within the industry.

Impact/assessment

This is an inspiring example of smart growth as the business model tool for mobile services has the power to transform Europe. As the project started at the same time as the launch of the iPhone and AppStore, the speed with which changes can occur and the consequences this has for firms and their business models are illustrated in our data. For example, the introduction of a new platform and distribution channel for mobile applications, which in many ways outperformed previous ones, meant that firms could standardise parts of their business model. This dynamic environment requires methods and models that help managers visualise critical factors for development of viable business models. Based on rich data from mobile service developers and mobile service consumers, the MeMo-project has developed a meta-business model for mobile services representing multiple industry actors, theoretical perspectives, and hierarchical levels.

Website

www.memo-project.se, www.vinnova.se

Contact details

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Transformative service innovations to promote Sustainable Growth

Sustainable growth is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

CASE 8: Sustainable Growth

PRE

Centre for Energy Advisory

Country : Czech Republic

Responsible

Pražská energetika Group (PRE) is the third largest electricity supplier in the Czech Republic.

Description

PRE decided to build up a new, representative and user-friendly energy centre, which encourages its customers to make frequent visits. The new PRE Centre for Energy Advisory, located in central Prague, offers a range of consultancy and educational services aimed at rational use of electricity, energy savings, and alternative and renewable energy sources. The services include high-quality energy advisory services, short exhibitions of the latest trends in technologies that promote innovative use of electricity and renewable sources, educational programmes for elementary schools and kindergartens - education and training in how to use electricity safely and efficiently, public services, workshops and "expert days" in cooperation with partner companies and advisory non-profitable organisations, customer contests focused on energy savings activities, free test rides of electro bikes, free lending of measuring sets for energy consumption analysis, shop offers for an assortment of high-quality energy-saving products (bulbs, fluorescent lamps, heating and water-heating device etc.), and in-house art gallery which is frequently visited by tourists and Prague citizens.

The transformative potential of the service

PRE's Centre for Energy Advisory project is innovative in many ways. First, it utilizes the newest technologies combined with a multimedia and interactivity concept. These innovations are necessary to establish effective communication with technologically developed consumers who prefer individual search for information. CEP PRE also offers calculation applications on touch screens where the customer is able to calculate easily his or her household energy savings potential. In this way, CEP PRE introduces the latest trends in effective technologies and their exploitation for households and companies. The PRE Centre is also involved in electro mobility development and takes part in reference projects devoted to hybrid propulsion; it provides education campaigns and competitions that motivate households and companies to engage in energy savings and utilizing renewable energy sources (solar collectors, heat pumps). Through its educational programmes for elementary schools and kindergartens, CEP PRE motivates



young people to engage in responsible energy consumption and contributes to the sustainable development of the society in general.

Impact/assessment

Some of the previous PRE projects have already demonstrated that a certain positive impact can be achieved. The early PRE project "Families of Prague save money with PRE" proved that Prague households have a substantial energy-saving potential that can be achieved through some relatively simple changes and improvement in energy consumption habits. In another reference project, an advanced hybrid energy-using car that displayed low fuel consumption and reduced CO2 emissions was demonstrated to the public. Finally, in another PRE project, several dozens of Prague families were given the opportunity to install heat pumps in their houses and monitor and evaluate the heat pumps' efficiency. These PRE activities, though their direct effect in terms of energy savings is difficult to quantify, certainly cultivate the general awareness of consumers and PRE clients in particular about the energy saving issues and the sustainable development in general.

Website

www.energetickyporadce.cz

Contact details

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CASE 9: Sustainable Growth

Global Environmental Services

Country : Finland

Responsible

REACHLaw Ltd with more than 20 global partners from industry associations, environmental consultancies, toxicology and eco-toxicology specialists, to testing laboratories and law firms.

Description

The pressure to reduce risks to environment and health of humans has led to a fast-increasing number of complex regulations and technical requirements affecting manufacturing, importing and trading of products worldwide. For the industry the costs, complexity and management of the increasing regulatory compliance requirements in different markets have become a vital issue.

At the same time, environmental sustainability has become a strategic rather than a compliance issue affecting the strategy, products, branding, investments and management of companies. For public bodies the same development has necessitated the creation of management structures, initiatives and programmes for environmental sustainability.

REACHLaw Ltd has created and implemented a set of service products for the compliance needs of companies as well as environmental service needs from both the private and public markets world-wide. The majority of customers are large companies within the oil, petrochemical, metals and fine & specialty chemicals industries, where the services integrate risk management, customer project management and technical services.

The transformative potential of the service

The main innovations are related to the design and implementation of a business model for a small company that has made it possible to target global clients profitably from the outset. This business model has enabled a very fast growth for a company that was established in late 2006.

The main elements of the business model are combining highly specialised legal, technical and business competencies into productised services, creation of a wide and specialised partner network to address global markets, service development model, and all of the innovative elements are related to development of service business, there are no new technological innovations involved.



Impact/assessment

The main value proposition for customers is management of risks in a complex environment, sharing the best available knowledge, and cost advantages compared to building and managing much specialised competences in house.

The company got more than 200 large customers in three years. The customers are from more than 40 different countries in all continents. Several of the largest customers belong to Fortune 100 companies. The public sector customers are governmental bodies and large agencies.

The company was awarded The Internalization Award by the President of Finland in 2010.

The company has created awareness and understanding of regulatory and environmental issues for a large number of individuals from both public and private organisations in its free events, seminars and webinars organised globally.

Website

<http://www.reachlaw.fi>

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info@reachlaw.fi

CASE 10: Sustainable Growth

Eniram Ltd.

Country : Finland

Responsible

Eniram Ltd., established in 2005, provides the shipping industry with technologically advanced solutions that help ship owners and operators save fuel, reduce emissions and increase the knowledge of ship operations. The 50-person company has its headquarters in Helsinki, Finland, and subsidiaries in the USA and the UK.

Description

Eniram provides solutions for operating vessels more efficiently, firstly through real-time optimisation of the vessel trim, i.e. floating attitude, and secondly delivering intelligence services based on the data collected from the vessels. Eniram Dynamic Trimming Assistant (DTA) is a vessel-based decision support system for monitoring and optimising the vessel trim in real time, targeted at large commercial vessels including cruise ships, freight carriers and tankers. DTA also widely collects vessel performance related data for further savings through Eniram FLEET information system, a web-based service for optimising performance and allowing additional Information Intelligence through detailed analysis of performance affecting factors. The Eniram Fleet collects information on all vessels of the shipping company enabling the shipping company to optimise the performance of its fleet. For a large cruise ship, the savings in fuel costs can be up to EUR 200,000 per year. The corresponding environmental impact is a reduction in CO₂ emissions totalling more than 1,000 tons per year. Eniram FLEET consists of reports that guide the users to making the right decisions to reduce the vessel's energy consumption. The reports can be accessed from standard web browsers for a monthly fee. It is also possible to create tailor-made intelligence analysis based on the data collected for the DTA and Eniram FLEET.

The transformative potential of the service

DTA is derived from an innovation to combine and utilise mathematics, statistical analysis, modern information technology, knowledge of ships and insight of seafarers. DTA measures the attitude of a vessel with high precision attitude sensors and collects other data, such as propulsion power and vessel movement data, from the vessel's automation and navigation systems. This data is then integrated, filtered, logged and analysed with multidimensional analysis to calculate the optimal trim for all prevailing conditions in real time.



The dynamic and optimum trim is presented in an intuitive graphical user interface, guiding the crew to make appropriate ballast adjustments.

Based on its own sensor technology and advanced data modelling Eniram can provide very accurate data in real time. By using the DTA and Eniram FLEET the shipping companies can maximise their fuel savings and simultaneously see how the overall on-board propulsion energy is consumed.

Impact assessment:

The main benefits of DTA are substantial fuel savings, increased vessel performance by better utilisation of the machinery, less pollution, and better understanding of the vessel performance.

Installations can be carried out while the vessel is at sea, and customers typically see a ROI of less than 6 months, with a single vessel achieving savings of 300,000 euros per year—about 1,000 tons of fuel and 3,000 tons of carbon emissions.

Website

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CASE 11: Sustainable Growth

PIUS[®]-Check

Country : Germany/North Rhine-Westphalia (NRW)

Responsible

The Effizienz-Agentur NRW centre for small and medium sized manufacturing enterprises in the German federal state of North Rhine-Westphalia.

Description

The Effizienz-Agentur (EFA) North Rhine-Westphalia (NRW) was founded as a centre of excellence for cleaner production. As an authority for optimised knowledge transfer and target-oriented project activities, EFA coordinates services from developers, providers, funding bodies and users of futuristic innovations. The agency's main objective is to improve the competitiveness of small and medium sized enterprises (SMEs) by supporting a strategy of sustainable growth. The numerous instruments that have been developed aim at enhancing resource efficiency in companies and support a sustainable economy through new strategies, innovative technology and ecologically-oriented measures. With the PIUS-Check (Cleaner Production), EFA provides companies in NRW with a tried and tested instrument for the development of new business opportunities. The PIUS-Check is a cooperation project between a manufacturer, a technical consulting company, and the EFA with the objective of performing a material flow analysis at the manufacturer. Five steps have been identified to improve resource efficiency significantly. First, an initial meeting will be arranged to check the relevance of Cleaner Production (e.g. technologies). The second step, the macro analysis analyses the material flow within the company. An intermediate meeting is the next step for the definition of a further action. A Micro Analysis will then follow to develop alternative manufacturing concepts. Subsequently during the concept planning, the implementation of the results are targeted. After 6 - 9 months, the EFA visits the company and checks whether the goals have been achieved.

The transformative potential of the service

With the check, the relevant material flows and the current level of production technology are recorded and the possible improvements in production are illustrated. Thus, the approach of the EFA aims at introducing innovative technologies, methods and (business-) processes to SMEs that improve resource efficiency avoid waste and hazardous emissions and deliver instant results.



Impact/assessment

Since the start of the project in the 2000, over 500 PIUS-Checks have been initiated. 234 companies have implemented measures and introduced new and renewable production structures with an investment of over €39 million. The savings in factory supplies alone amounts to approximately €12 million per year for these projects. To date, wastewater savings have amounted to 1,194,026 cubic meters per year. This figure does not include the cost reductions through higher quality or longer maintenance intervals that can only be effectively measured after a long time. With all the projects that have been started so far, an overall investment of approx. €63 million is expected. From this, estimated savings in factory supplies of approximately €19 million per year will be the result. For resource water, savings of around 1.9 million cubic meters per year are expected.

Website

<http://www.efanrw.de/index.php?id=7&L=1>

Contact details

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CASE 12: Sustainable Growth

car2go GmbH

Country : Germany

Responsible

The car2go project took off in 2009 after a 208 pilot project.

Description

A spin-off from Daimler, the car2go is a completely new, flexible type of mobility solution. The principle is simple yet appealing. Whenever you need a car, you can book one of more than 200 car2go's in a town. car2go is a new car-sharing concept. A fleet of cars allows spontaneous booking or booking in advance. Wherever you need a car, you will be able to get into a clean, ready and re-fuelled car.

Until now the cities of Ulm and Austin are the only cities served by car2go, but by the spring of 2011 more cities, led by Hamburg, are expected to follow. The fleet will also be expanded to 300 vehicles per city.

The Austin was the first North American city to partner with car2go internationally. This launch followed the successful implementation of the first car2go pilot in October 2008 in the southern German city of Ulm. The 200 cars in the first pilot were rented 500 to 1,000 times per day and they were used by 15,000 customers, corresponding to more than 15 per cent of the citizens who hold a driver's license in Ulm. 90 per cent of the participants took advantage of the unique offer to use car2go spontaneously without booking in advance for one-way trips.

It is easy to participate. There is no security deposit or usual fixed costs associated with car ownership involved. The user simply registers online for a one-time fee and drives off. When the cars, which are mostly rented for one-way trips, are no longer needed, the clients simply park them at their destination. With car2go there is no need to return the car to a specific spot. The offer is valid within city boundaries. Car2go has a simple price structure that allows members to pay for what they use: pricing is per minute with maximum fees per hour, which includes the costs of fuel, insurance, parking, maintenance, and mileage.

The transformative potential of the service

One of the Europe 2020 goals for sustainable growth is to build a competitive low-carbon economy that makes efficient, sustainable use of resources, therefore protecting the envi-



ronment. To stay competitive it is crucial to capitalise on Europe's leadership in developing new green technologies and production methods. Here, car2go finds its place. It offers a simple concept to keep people mobile, allow for individual transportation in urban surroundings yet reducing pollution by reducing the number of cars. The on-the-spot approach to rent-a-car for a one-way trip in towns eliminates the barriers that usually exist in connection with car sharing concepts. With good communication strategies, car2go helps consumers make the choice of using greener transportation with maximum individual comfort.

Impact/assessment

Transportation and mobility as well as urbanisation and pollution are main concerns in a modern society. Changing individual transportation towards less polluting systems is highly important for a sustainable yet competitive future.

Website

<http://www.car2go.com/>

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CASE 13: Sustainable Growth

InnovationCity Ruhr

Country : Germany/North Rhine-Westphalia

Responsible

Initiativkreis Ruhr, an association of more than 60 leading commercial enterprises (industry, service providers, science/agencies).

Description

InnovationCity Ruhr is a pilot project and long-term economic stimulus package for innovation and energy efficiency intended to give an economic impetus for the future. A city with about 50,000 residents or a district in the Ruhr Region will be rebuilt as a low-energy city. The goal of the InnovationCity Ruhr project is to take an existing city - with all its industrial facilities, green spaces, and neighbourhoods - old and new - and reshape it along more sustainable lines. In the spring of 2010, the "Initiativkreis Ruhr" used the motto "Blue sky, green city" to launch a competition for the climate city of the future in to encourage the transition to the "green" economy of tomorrow. Sixteen cities in North Rhine-Westphalia applied for the Innovation City Ruhr. The winner city, Bottrop, was selected in November 2010. Innovation City Bottrop will receive incentives and private investments for the next ten years to convert into a low-energy city.

The big goal is halving the demand for energy in the InnovationCity Ruhr until 2020 through the application of new technologies. The reduction in energy consumption will be targeted in three ways: firstly, through improving existing technologies/infrastructure; secondly, through energy generation with the use of alternative technologies (focus on distributed solutions) to generate electricity and heat (room + process heat); and thirdly, through improved and novel mobility concepts without limiting personal mobility freedom offered in this area.

The transformative potential of the service

Innovations are the basis for the competitiveness and the long-term success of companies. One of the greatest challenges of our time is the sustainable use of existing resources. The goal of the companies of the Initiativkreis Ruhr is to combine their innovative power in a pilot region in North Rhine-Westphalia. Existing houses will be rebuilt using the latest technologies in energy savings; municipal institutions, such as indoor swimming pools or kindergartens, will be heated by cost-effective and low-carbon energies, and innovative green



companies will be located. Furthermore, the InnovationCity Ruhr intends to take on a pioneering role in the field of electric-mobility by using e-cars and e-bikes. This way, the urban quarter will reach a 50% reduction in the demand for energy.

Impact/assessment

As the project just started a few months ago, there are no impacts to be presented yet. However, several important impacts are expected during the life of the project. The project benefits individual companies, business alliances and the Ruhr Region. Benefits for individual companies will include the expansion of business volume, involvement in system solutions (e-mobility concepts, etc.), e.g., as suppliers of individual components and improvement in international competitive position. Benefits for business alliances point to join forces in initiatives, collaboration along the value chains, and sharing knowhow, higher response speed of the system as a whole, e.g. in product development. Last but not least, the Ruhr Region will have a position as an innovative region with a high standard of living, attractive for highly-qualified workers from outside and developed system solutions that can be exported.

Website

<http://www.innovationcityruhr.de/>, http://www.bottrop.de/wirtschaft/Zukunft_Bottrop/innocity/index.php

Contact

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CASE 14: Sustainable Growth

Volvo - Commute Greener

Country : Sweden

Responsible

Volvo Bus and Volvo IT in cooperation with Marketing Technological Center and VINNOVA provide a suggestion on how to unlock the potential of service innovation.

Description

Commute Greener is designed to help organisations, companies, cities and authorities as well as individuals to make positive climate changes. Together with the commute greener website, the application turns a mobile phone into a CO₂ meter - helping to reduce personal and global CO₂ foot-prints. A commuter who downloads the Commute Green application can use his or her mobile tele-phone to register the methods of transport that he or she uses to commute to and from work. The computer program calculates how much carbon dioxide is emitted when using different modes of transport, such as carpooling, train, bus, boat, bicycle, or by foot.

The service also provides an online community for exchanging experiences and for competitions between colleagues, friends and family members about the possible reduction in carbon dioxide emissions. The benefits from Commute Greener are not only individual reductions in carbon foot-prints. The service enables increased efficiency for cities and road infrastructure as many environmental problems result from traffic jams during the rush hour, which affect most of the major cities all over the world. The hope is that motivating individuals to commute in a greener way will also reduce the pressure on the roads and increase the range of commuting alternatives available.

The transformative potential of the service

By supporting people's (individually and in groups) interest in competing and thereby lowering their environmental impact, Volvo can develop and improve its products and services in cooperation with their customers. These insights enable a strengthening of Volvo's competitiveness while creating value for customers. Volvo's customers gain from the service innovation in different ways. Through systemisation of information, cities and public transport authorities can learn from their residents' commuting behaviour and gain a better understanding of commuting patterns in their cities. This information can be used to improve capacity and support business evolution. The Commute Greener service is a systemic ap-



proach first to understand and later to develop travel patterns in a more sustainable way. It addresses the system effectiveness prior to promoting Volvo products, but the knowledge gained from better system understanding is a value-creating asset that can be used in the development of new services and concepts in co-creation with customers.

Impact/assessment

An important part of the concept is the calculation and visualisation of the result to meet personal targets. Tests have shown that individuals can significantly reduce their carbon emissions by using Commute Greener. Companies and municipalities use Commute Greener as a CSR-initiative. The employees of the city of Gothenburg in Sweden use the service to set a good example regarding the fulfilment of the city's environmental objectives. In San Francisco Commute Greener will also be implemented in order to encourage nine million inhabitants to change their travelling habits. The service easily supports other company initiatives such as cost reductions in company car fleets, sustainable eco-driving and transport policy alternatives. For local public transport authorities Commute Greener is a fun and effective way to promote public transportation. It also can be used to boost the use of carpooling and other environmental-friendly commuting options.

Website

<http://www.volvogroup.com/>, <http://www.commutegreener.com/>

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CASE 15: Sustainable Growth

Opportunity Peterborough

Country : United Kingdom

Responsible

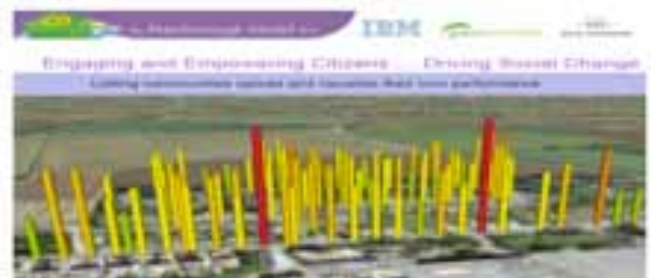
Opportunity Peterborough: Peterborough City Council, IBM, Royal Haskoning and Green Ventures announced a new collaboration that aims to transform Peterborough into the leading sustainable city in the UK.

Description

Plans have been outlined to launch a sustainable city visualisation project, which will initially focus on building a new on-line platform to monitor and analyse data on Peterborough's energy, water, transport and waste systems. This data will be used to produce a real-time, integrated view of the city's environmental performance. Residents and city officials will be able to access necessary information to make more informed decisions about resource usage. For example, the city will be able to make suggestions to improve home water and energy usage, while being able to work more effectively with the utilities to plan the long-term energy and water infrastructure that is needed for a sustainable future. For the first time, utilities, government agencies and local businesses will be able to share information for a more comprehensive view of the city's ecosystem. This will enable the various agencies to streamline and make more effective, ecologically-minded decisions and strategies to maximise sustainability. The system will also allow residents to provide feedback and offer suggestions for improvement. Fifteen years ago, Peterborough was made one of four UK Environment Cities by the Department of the Environment and is set to become one of a cluster of IBM "Smarter Cities" being developed around the world. Peterborough's growth targets are ambitious and connecting the city systems is central to increasing quality of life for the proposed extra 20,000 jobs, 25,000 homes and 40,000 people that will be in the city by 2021 compared to 2001. The first phase of the project will focus on energy and water data and work is already underway to move transport and waste related data onto the platform with other environmental data set to follow. These changes aim to cement Peterborough's place as a leading environmental city and directly impact the quality of life for people living and working in Peterborough for future generations.

The transformative potential of the service

Technological advances allow cities to collate data and interpret it in ways not achieved before and Peterborough is going



to be at the forefront of taking advantage of this intelligence. New technologies are capable of understanding and connecting city scale systems, so they can sense, analyse and integrate data, enabling the city to respond intelligently to the needs of citizens.

Impact/assessment

Helping our cities become sustainable is essential to our planet's future. With 80% of the UK population now living in urban areas, cities across the country are increasingly looking at new ways to become smarter, and lessons can be learned from looking at the new intelligence being infused into the way cities work around the world. The aim of the project is to provide Peterborough with a big picture overview of its current sustainability performance coupled with the right level of detail to identify how organisations and individuals could better work together and where the city can best prioritise investment. The interactive and animated style of presentation of environmental data will be a great way to capture the enthusiasm of businesses and the community and will support Peterborough's ambition to create a more sustainable environment.

Website

<http://www.opportunitypeterborough.co.uk/>

http://www.eeda.org.uk/files/Peterborough_Sustainable_Cities.pdf

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Transformative service innovations to promote Inclusive Growth

Inclusive growth is development which enables all members of society to participate in the process of wealth creation, in a way commensurate with their own abilities and potential.

CASE 16: Inclusive Growth

The Moravian Wine Trails

A network of bicycling paths supporting local agriculture and sustainable tourism in South Moravia

Country : Czech Republic

Responsible

Czech Environmental Partnership Foundation (Nadace Partnerství) in collaboration with 280 wine-growing municipalities and other partners.

Description

The Moravian Wine Trails is a long-term project aimed at the development of viticulture and sustainable tourism in South Moravia. The idea of building a network of dedicated trails for tourism and bicycling has evolved gradually since 1997 based on experience with similar projects in winemaking regions of Germany, France and Austria.

At present, the project develops and maintains a 1200-km network of signposted bicycling and tourist trails interconnecting 10 principal wine-growing regions of South Moravia. The backbone of the trails is the Moravian Wine Trail passing through the picturesque landscape of South East Moravia and traverses 70 winemaking towns, dozens of protected natural reserves and many important historical and architectural monuments. Visitors can choose from a number of one-day trips or long tours to discover local culture, taste excellent local wines and/or visit historical monuments along the cycling trails. Associated services available to the tourists include information panels and travel maps accessible at information points along the trails. The dedicated website also offers additional useful information on local accommodation and local weather conditions, catering and accommodation opportunities, comprehensive virtual guides to individual wine trails and wine cellars as well as a list of cultural events to be held along the trails all the year round.

The transformative potential of the service

The project is unique in that it combines aspects of sustainable tourism and eco-tourism with the development of local agriculture and winemaking culture in particular. Another innovative feature is the close cooperation between the project coordinator (Czech Environmental Partnership Foundation) and a number of regional municipalities, winegrowers, and managers of local accommodation and tourist facilities. Neighbouring Slovakian and Austrian wine trails have also been involved in joint marketing and development activities. In addition, the project has introduced two brand-new national certification schemes, i.e. "Cyclist welcome" and "Wine tour-



ism", aimed at improving the quality of services for specific groups of tourists.

Impact/assessment if possible

The project promotes eco-tourism in a specific region of Southern Moravia. It also contributes to the preservation of natural and cultural heritage and improves the general quality of tourist services by creating additional opportunities for sports, recreation and tourism. By doing so, the project idea creates a stimulus for adopting a healthier lifestyle and sustainable use of local resources.

Website

<http://www.stezky.cz>

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CASE 17: Inclusive Growth

Age management

– as a factor for competitiveness and profitability in PWD Technical Services of the City of Helsinki

Country : Finland

Responsible

PWD Technical Services is a business unit in the Public Works Department of the City of Helsinki and the Consulting Company Hozen Ltd.

Description

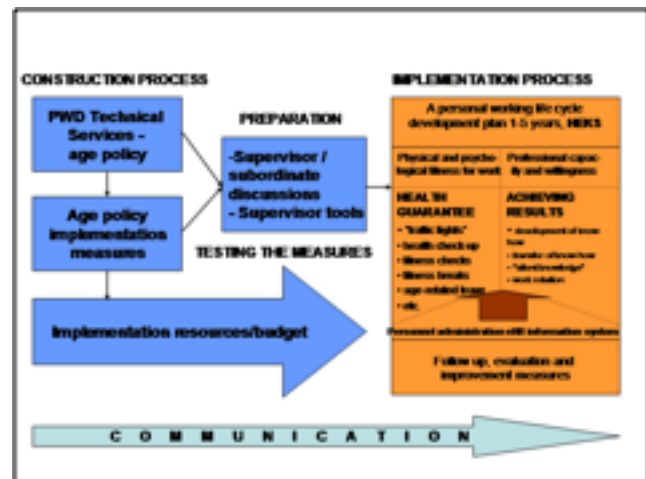
PWD Technical Services produces competition based construction, engineering, machinery, and material services for the city of Helsinki. In 2004, 60% of the unit's workforce was 45 years or older. Rapidly ageing workforce posed a challenge for the whole organisation of 433 people.

The management of the unit had a clear idea of the organisation's age structure, the rate of re-tirement, and the problems created by these factors, e.g., loss of silent knowledge and its significance for the organisation's competitiveness. The employee programmes could not tackle the issues caused by the ageing workforce. The new solution was to involve the ageing workforce in the problem solving process. The implementation of the Age Management as a Factor for Competitiveness and Profitability Programme began in 2004 and it was planned jointly with the workforce. The programme included the composition of a comprehensive programme to manage the ageing workforce. The goals were healthier and longer careers and supporting and updating the workforce's skills, knowledge transfer as well as methodologies to go back to work from retirement.

The transformative potential of the service

The programme was planned and implemented in an innovatively by involving the workforce and occupational health care in the process as well as ensuring sufficient communication with the whole workforce. All the members of the workforce (45 or older) were given a chance to create a personal ageing programme and were provided with measurements of their working ability for their years at work to come. An important part of the programme was ICT (electronic human resources programme) that supported the communication and development in employee-manager relationship. Employees and managers also had their own support groups.

The programme resulted in strengthened confidential and respectful relationships between employees and the employer, increased the commitment of the workforce to the programme and provided a window of opportunity for continuous development.



Impact/assessment

The programme has had several positive impacts. The management showed interest towards the well-being of the workforce and the occupational health care encouraged the workers to take better care of their health. Well-being at work as well as coping with the work increased among the workforce. The programme strengthened the unit's cohesiveness and older workers gained more respect. The management was more aware of the needs of employees and this in turn increased the workers' trust in and openness with the management allowing conversations concerning problems and difficulties.

Website

www.hozen.fi

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CASE 18: Inclusive Growth

Language Café

Country : Finland

Responsible

The case was developed between the summer of 2009 and the spring of 2010 in the MIND Research Group. The concept was first ideated and tested by an interdisciplinary team of students during their summer internship in the Murjottelu programme. The case was commissioned by Active Life Village, Espoo.

Description

Language Café is one of the numerous concepts developed by an interdisciplinary team of students during their summer internship in the MIND Research Group. The team did not receive an extensive brief, but was just asked to design “concepts for products and services to make the life of elderly people happier, easier, healthier and more independent, so that they could live longer in their own homes and avoid hospitalisation”. Observing and listening to the target group was encouraged, as well as quickly trying out every idea considered to have a potential.

The increasing number of senior citizens (and their needs) is one of the major challenging of Finnish society. Nowadays, senior citizens are often passive receivers of services, but, as the interviews revealed, they do not always want to be taken care of. Why can they not play an active role? Another major issue is the growing number of foreigners living and working in Finland. Language is a barrier, and Finnish is one of the most difficult languages to learn.

Language Café offers a place and an opportunity for interaction to these two marginalised groups: senior citizens play the role of language teachers and foreigners the role of students. The basic idea is that through cooperation different people can generate and gain value from each other. Senior citizens are perfect natural teachers, i.e. they have the time, they are patient, they like to meet people, and are “experts” in national culture and history. The service gives them an active role that makes them feel useful and retain social relations.

The transformative potential of the service

Language Café offers a bottom-top creative solution in which design thinking is used to create a social impact in society. Its basic starting point is to challenge the assumption that a service designed for senior citizens is always one-directional. The innovative element of the project consists in involving the user in the process. Thus, both senior citizens, foreigners and



expats are creating value for each other by giving and receiving. The context is informal, inclusive and promotes socialisation, which helps to solve both the problems of integration and generational gap. Both user groups are growing in numbers. This also means that the traditional institutions providing services for them will become inefficient due to time and money constraints. Language Café is a possible alternative, because it satisfies important needs in an economically sustainable way.

Impact/assessment

The project offers a promising idea for social enterprise. Both seniors and foreign students gave positive feedbacks about the experience, and stated that they would like to repeat it. All the testing sessions lasted longer than expected, because the conversation was genuinely engaging for the participants and the researchers did not want to interrupt it. The age difference did not seem to be a problem, even though testing revealed that this service would be optimal for intermediate students (natural conversation is too difficult for beginners). Both seniors, foreigner and expats were interested in the possibility of seeing their student-teacher relationship developing. The idea was awarded as best business idea in the Aalto Entrepreneurship Society Pitching Competition, winning a small amount of funding for further experimentation and development.

Website

www.mindspace.fi

Contact Details

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CASE 19: Inclusive Growth

VerkehrsmittelVergleich

Country : Germany

Responsible

Start up from RWTH Aachen, founded in 2008

Description

VerkehrsmittelVergleich (comparison of means of transportation) offers a comparison of means of transportation to identify the best combination for a given travel event. VerkehrsmittelVergleich mostly offers its services to private users and allows for comparing prices of travelling by car, train, plain, taxi, etc. Initially VerkehrsmittelVergleich only covered Germany, but recently the service has been extended to Europe. VerkehrsmittelVergleich is free of charge for the user. The financial reward comes from commission paid to VerkehrsmittelVergleich if a user books an offer from the VerkehrsmittelVergleich webpage. The user may on the one hand use the service to find obvious data such as date and start/destination, but he may also ask the system to consider personal characteristics such as bonus cards for travelling by train or the mileage of her/his personal car. The preferred time schedule and maximum prices as well as the number of accepted transfers can be added to the search mask. If the system cannot identify a certain piece of geographical information, it offers an alternative. The system offers price and availability checks, a combination of possible itineraries, a pre-screening of the (financially) best offer and more. The website is easy to follow and understand, and the service is fast and reliable. VerkehrsmittelVergleich was founded as a spin-off from the University of Aachen, RWTH. It was supported by public funding scheme for start-ups.

The transformative potential of the service

Inclusive growth - a high employment economy delivering economic, social and territorial cohesion - will help increase Europe's rate of employment leading to more and better jobs. This is one of the Europe 2020 aims. Investments in skills and training will help manage the change, and here VerkehrsmittelVergleich should be mentioned. VerkehrsmittelVergleich aims at a new approach to organising travelling. Users can choose not only from a list of means of transportation, but from a matrix-like grid of information that allows for an individually adapted travel schedule. Details are available for all given combinations of travel routes and vehicles. Provide a fast and personalised choice helps saving time and money and therefore supports business trips as well as tourism needs.



Impact/assessment

Travel in connection with business or tourism offers a huge potential for inclusive growth that helps the benefits of growth reach all parts of the EU. By using VerkehrsmittelVergleich, the user is involved in a system that helps to reduce pollution by making travelling more efficient. The constant feedback will help to develop the quality of the offers. This will help to modernise the labour market. The participating train/ship/aerial companies can improve their ranking by offering high-quality services and a simple interface that make transfers easy. Therefore, companies will need staff at locations like airport or harbour that do not necessarily have to be highly skilled or work full-time. Additionally, the more effective combination of transportation means will lead to a significant reduction in greenhouse gas emission. Thus, VerkehrsmittelVergleich also helps to reach the ambitious Europe 2020 goals.

Website

<http://www.verkehrsmittelvergleich.de/>

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CASE 20: Inclusive Growth

trivago GmbH

Country : Germany

Responsible

The trivago open source community

Description

trivago GmbH offers a comparison of hotels to find the best choice of hotel for a given travel event. It defines itself as an open source community concerning with travelling. trivago GmbH was established in 2004 and has more than half a million hotels in its database. It primarily offers its services to private users. The webpage allows the users to compare hotels both in terms of price and the overall service offerings. In principle, trivago GmbH covers all continents. The offer is free of charge for the user. Financial reward comes from commission paid to trivago GmbH if a user books an offer from the trivago webpage.

There are quite interesting options from which to choose. Starting with obvious data like date and place the user can ask the site to consider additional options concerning specific equipment, sports, special offers for business events, etc. If available, options like pool, beach, wellness or WLAN can be applied as well as the preferred distance to a given point, for instance the city centre. If the system cannot identify a certain piece of geographical information, it offers an alternative instead (when typing the name of a town or village without a listed hotel offer, trivago will offer the closest hotel option). The system then checks the database for prices and availability and comes up with a pre-screening of the (financially) best offer. Moreover, trivago shows an assessment of the listed offers. The four categories give the average ranking of about 15 travel service providers' webpages. trivago is linked to the respective webpages, so the user can follow in detail particular hints on a certain location before accepting the offer.

The transformative potential of the service

Inclusive growth - a high employment economy delivering economic, social and territorial cohesion - will help increase Europe's rate of employment leading to more and better jobs. This is one of the Europe 2020 aims. Investments in skills and training will help manage the change, and here trivago GmbH should be mentioned. trivago GmbH aims at a new approach to organising travelling. Users can choose not only from a list of accommodation but also from a complex offer of characteristics of possibly interesting hotels. Additionally the client is provided with an assessment of the hotel, which



helps the user to distinguish between similar offers based on other travellers' personal experiences. The aim is to provide a fast and personalised choice and support business trips as well as tourism needs.

Impact/assessment

Travel in connection with business or tourism offers a huge potential for inclusive growth that helps the benefits of growth reach all parts of the EU. By using trivago GmbH, the user is involved in a system of assessment and quality development of hotels around Europe. The constant feedback will help to develop the quality of the offers, therefore modernising also the labour market. The participating hotels can improve their ranking by offering high-quality services, using local particularities, offering special events, etc., which also allows for employing more local people. Brought back into work or bought into work for the first time, these jobs can serve as the basis for individual development of staff.

Website

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CASE 21: Inclusive Growth

VIP-PA

Visualisation of patient-centred processes and business models

Country : Sweden

Responsible

The VIP-PA visualisation tool is produced in a project lead by the Health Informatics Centre at Karolinska Institutet in Stockholm and financed by VINNOVA. The project partners are the Royal College of Technology, Stockholm County Council and Alkit Communications.

Description

Health and social care activities are based on an implicit business model including forms for collaboration, steering mechanisms and IT infrastructure aimed at the provision of continuity of care for the individual patient. However, situations arise daily that reduce patient safety and quality of care, often due to inadequate information management. These problems could be prevented by evaluating health and social care activities based on the outcome achieved and costs spent, and by using these results for continuous development in the organisation. To achieve this goal, understanding the relationship between business models, steering mechanisms and e-services is a pre-requisite. The VIP-PA project aims at enlightening this relationship by visualisation of a number of different scenarios where different types of business models are tested against sub-processes in health and social care that might be supported by described e-services. Till date, the result is not a "running" e-service but an explanatory tool based on existing processes in stroke care to deliver concrete examples.

The transformative potential of the service

The innovation lies in supporting the paradigm shift in health care from organisation centred to patient centred care. This is done through analysis, description and visualisation of possible scenarios to discuss the possibilities of e-services in connection with reimbursement systems to achieve higher quality of care and added value for patients.

Impact/assessment

The present case is an inspiring example of inclusive growth as the VIP-PA tool supports user involvement thus empowering the patient who actually receives the care. The exploratory tools are available at online.⁵ So far, the tool has been tested in specific situations in stroke care but it is designed to be inter-organisational.



Website

<http://ki.se/ki/jsp/polopoly.jsp?d=36739&a=69203&l=en>

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CASE 22: Inclusive Growth

New Opportunities Programme

Services for jobseekers and for improving skills and education

Country : Portugal

Responsible

The Portuguese government through a joint initiative of the Portuguese Ministries of Education and Ministry of Employment

Description

The “New Opportunities” initiative was launched in 2005 by the Ministries of Education and Employment of the Portuguese government. The aim was expand the qualification framework for completion of secondary education for both young people and adults, thus dealing with the country’s problem with the low skills level of its population (i.e. 3.5 million active workers with qualifications below the complete secondary level). Defining the completion of secondary education (in Portugal attained with 12 years of education) as the minimum qualification level that will allow young people and professionals to play a role in today’s knowledge economy, the programme is based on two main pillars. The first pillar is a reinforcement of professional courses as a viable alternative to traditional curricula in secondary education. The second and more relevant pillar is the enhancement of qualifications of the active population through the establishment of a system for the recognition, validation and certification of the competences and skills gained during their professional lives and the attribution of equivalences to secondary education diplomas, based on pre-defined achievements. Following the definition of the framework, services have been developed through both public and private organisations for the recognition, validation and certification of competences.

Innovative dimension

The “New Opportunities” programme is the first example of a formal recognition of informal and non-formal qualifications within the Portuguese national education system, opening the possibility for low-qualified workers to build on their professional experience and skills developed through their working lives to obtain a secondary diploma. This diploma may then open the doors for further qualifications (including graduation and post graduate studies) or for a faster career progression or career conversion into more added value sectors.

To implement the programme, a whole new framework of recognition, validation and certification of competences had to be developed, which was totally different from the one used in traditional curricula. It was to lead to the introduction of new services from both the public and private sector, and be a true



contribution towards a second chance for many low-skilled workers in the modern and competitive labour market.

The transformative potential of the service

The “New Opportunities” programme set ambitious targets including that of qualifying 1 million active workers between 2005 and 2010. The latest figures from March 2010 show that while the target is far from achieved, the numbers are still considerable: over 982,000 active workers have enrolled in one of the 456 New Opportunities Centres created, and out of these 324,320 have been awarded certified qualifications. As relevant as the overall figures are the individual success stories, of qualifications and career achievements. Some of them are available at the programme’s website, including the below that is available in English:

http://www.observatoriodoalgarve.com/cna/noticias_ver.asp?noticia=36649

Website

<http://www.novasoportunidades.gov.pt> and
<http://www.en.anq.gov.pt/> (in English)

Contact

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CASE 23: Inclusive Growth

Bank of Tourism Potentials in Slovenia (BTPS)

Country : Sweden

Responsible

Slovenian Tourist Board, Directorate for Tourism at Ministry of Economy and Faculty of Tourism Studies Portorož - Turistica

Description

The Bank of Tourism Potentials in Slovenia (BTPS) was established in 2006. Its initiator Dejan Križaj, an employee at Turistica, suggested the development of a national mechanism to spur innovation and increase the innovative potential of tourism in Slovenia. The need for this measure arose from experience with the competition "Sejalec" that started in 2004 and since then has awarded and recognised the most innovative tourism products and services in Slovenian tourism each year.

The main goal of BTPS is to connect various actors that can contribute to faster and more efficient exploitation of opportunities in Slovenian tourism at all levels. The networking occurs in a virtual space at www.btps.si. All registered users can submit their ideas for new tourism products, services, prototypes as "idea deposits," and their financial, material and/or labour resources as "energy deposits" online and free of charge. All deposits are revised by the board of the BTPS, one of two bodies that operate the BTPS (the other being Bank Council).

Today the BTPS runs two annual competitions, the above-mentioned "Sejalec" for innovative tourism products and "Snovalec" that awards the most promising tourism ideas (idea deposits, submitted in the system). Both competitions run at the national level. Additionally, BTPS cooperates with Municipality of Koper where similar competitions run at the local level. Other instruments include "BTPS Challenges" (a web-based idea competition where real-life problems of Slovenian tourism facilities are solved by an undefined group of people through an open call) and "Innovative travel around Slovenia", a list of fresh, innovative tourist packages bringing together previous winners of the "Sejalec" competition.

The transformative potential of the service

Bank of Tourism Potentials in Slovenia presents a new approach to connecting various actors who can contribute to a faster and more efficient exploitation of the opportunities in Slovenian tourism at all levels. Its advanced technological



platform enables direct communication between all stakeholders, be it public officials, private bodies or individuals, at all levels (national, regional and local). All the stakeholders have equal access to the deposits and gain equal benefits from actively participating in such a web-based community. Through the flow of innovative ideas and financial and material "energy deposits", new tourism products and services are developed and implemented in Slovenia, and there is also a potential for transferring some of them abroad.

Impact/assessment

BTPS has opened its doors to all creative individuals, regardless of their status (public bodies, private bodies, individuals) at all levels (national, regional, local). BTPS mechanisms, such as the national financial support "Snovalec" and local calls (Municipality of Koper, Municipality of Ljubljana) have helped bring to life several innovative tourism products and services. Through BTPS, various informal networks of creative individuals have arisen, and learning and innovative thinking in the field of tourism have been brought to a broader audience. The quality of this project has been recognised by various national and international institutions, including UNWTO (Ulysses award for innovative tourism achievements, 2009), European Commission (best practice in the year of European Creativity and Innovation, 2009) and Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments (best practice at the 5th Slovenian Innovation Forum, 2010).

Website

<http://www.btps.si/>

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