



**DE-LAN**

LEADING DIGITAL BUSINESS  
COLLABORATION ACROSS EUROPE

## DE-LAN Implementation Toolkit



**European Union**  
European Regional Development Fund

[www.delanproject.eu](http://www.delanproject.eu)



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

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## Definition of Acronyms

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

## List of programmes and projects mentioned throughout this document

INTERREG IVC:	<a href="http://www.interreg4c.net">http://www.interreg4c.net</a>
DE-LAN:	<a href="http://www.delanproject.eu">www.delanproject.eu</a>
DBE:	<a href="http://www.digital-ecosystems.org/cluster/dbe/ref_dbe.html">http://www.digital-ecosystems.org/cluster/dbe/ref_dbe.html</a>
PEARDROP:	<a href="http://www.digital-ecosystems.org/cluster/peardrop/peardrop.html">http://www.digital-ecosystems.org/cluster/peardrop/peardrop.html</a>
OPAALS:	<a href="http://www.opaals-oks.eu">http://www.opaals-oks.eu</a>
DEN4DEK:	<a href="http://ec.europa.eu/information_society/apps/projects/factsheet/index.cfm?project_ref=224976">http://ec.europa.eu/information_society/apps/projects/factsheet/index.cfm?project_ref=224976</a>
LILAN:	<a href="http://www.lilan.org/en/Living-labs-description">http://www.lilan.org/en/Living-labs-description</a>
SIRONTA:	<a href="http://sironta.com">http://sironta.com</a>
SVEA:	<a href="http://www.svea-project.eu">http://www.svea-project.eu</a>

# 1.0 Introduction

## 1.1 What is DE-LAN

DE-LAN (Digital Ecosystems – Learning Application Network) is an EU INTERREG IVC funded project of 9 European partner regions<sup>1</sup> led by the Welsh Government. It has been created to address a recognised need amongst businesses.

Businesses already know that they need to innovate, exploit the potential of new and emerging digital technologies and work together with others if they are to strengthen their position in the global economy, but they need support to achieve this. Government has a role to play in encouraging this change, but exactly what this role should be still needs to be defined.

Over three years, DE-LAN established the practical implications of creating new types of digital networks, Digital Ecosystems (DEs), amongst businesses. It did this by sharing experiences and examples of this area of work across European regions, exploring both successes and failures to enable specific benefits to be identified. This Toolkit is one of the major outputs of the DE-LAN project. The project outputs are used to widely communicate the benefits of DEs throughout Europe and to help change the way governments and businesses think and act.

The sharing of experience was facilitated by capturing and storing examples of Good Practices identified by partners into dedicated Good Practice Study Reports. Examples of Good Practices identified include tools and models used in Partners' regions. Peer Reviews and Staff Exchange visits were undertaken to help partners look in more depth at Good Practices that they were most interested in. Following this, partners collaborated in Pilot Actions to test the transfer of one or more good practices to their own regions. In addition to this Toolkit, a European Good Practice Guide produced by DE-LAN provides an overview of Good Practices in deploying DEs implemented or piloted by the partners.

## 1.2 Defining DEs

One of the main focuses of the DE-LAN project is the concept of DEs. A short definition of the DE approach is provided here. For a wider analysis of the concept, please refer to the Good Practices Guide available on the DE-LAN website ([www.delanproject.eu/downloads/toolsguides](http://www.delanproject.eu/downloads/toolsguides)).

The following is a preliminary definition of a DE: "An online environment inspired by biological systems and actively populated by agents that enable communities to collaborate. Any distributed adaptive open socio-technical system with properties of self-organisation scalability and sustainability inspired by natural ecosystems".<sup>2</sup>

Similarly, Botto and Passani (2010) consider the DE adoption or deployment at local level "as a socio-technical process" (Bijker, Hoghes and Pinch, 1987; Bijker and Law, 1992).

But what does this mean?

This means that DEs are not technology-driven processes, but are – on the contrary – local phenomena that engage many stakeholders and in which society and technology construct and reconstruct each other mutually. In this sense, DEs share important characteristics with Living Labs.

In other words, in order to have a local DE, it is not sufficient to provide local SMEs with technological solutions and to help them take advantage of the Internet. Deploying a DE at a local level implies much more than this: it asks for a process of knowledge transfer and for the creation of clusters of collaborating actors / stakeholders, including SMEs, universities and research centres, public administration and local governments.

Consequently, DE adoption is a long-term investment that also implies a process of network-building, participation and the activation of multiple collaborations (Passani, 2007).

<sup>1</sup>European Regional Information Society Association (Erisa), Brussels; Foundation Insula Barataria (FIB), Spain, Lazio Branch of National Association of Italian Municipalities (ANCI) Lazio, Italy; CSP-Innovation in ICT, Piemonte, Italy; Foundation for the Development of Science and Technology in Extremadura (FUNDECYT), Spain; Technological Research Centre of Koroka, Slovenia; Kaunas University of Technology (KTU), Lithuania; Vysocina Region, Czech Republic.

<sup>2</sup><http://www.opaals-oks.eu/about-oks/oks-glossary.html>



Understanding DEs as a socio-technical process also implies that technology is not intended in a neutral, value-free way, but rather in a more reflexive and critical way. DEs call for distributed, adaptive and open solutions. This helps overcome the digital divide that particularly affects European SMEs and contributes to the reduction of vendor lock-in and dependencies that may have a detrimental effect on local economies. In DEs, technology is not presented as a standard solution, but is co-created by its users and adapted to their specific needs; moreover, the solutions developed will remain open for newcomers and will be flexible and dynamic enough to welcome changes in use and needs.

Other concepts have similarities and complementarities with DEs. In the tools presented in this document, we will see terms such as Digitally Networked Businesses (DNB) and Living Labs; we briefly define such concepts below.

**DNB – Digitally Networked Businesses** are an advanced form of business-to-business [B2B] networking aimed at encouraging collaborative working, improving the sharing of knowledge, and increasing productivity and efficiency of trade and commerce between networks and clusters of businesses.

A **Living Lab** is defined as a forum for research and innovation applied for the development of new products, services and processes. It employs working methods to integrate people as users and co-creators throughout the development process and recognizes the needs of users and working conditions of service providers in their actual contexts (LILAN, 2008 - [www.lilan.org/en/Living-labs-description](http://www.lilan.org/en/Living-labs-description)). For service development, the term ‘user’ also includes practising service providers.

In the next paragraph, we will see how to use this toolkit in order to deploy DEs at a local level. Some of the tools provided and described here may also help in better understanding the concept of DE.

### 1.3 How to use this toolkit

This Toolkit is one of the results of the DE-LAN project. It has been designed to support and guide regions in the planning of a DE at a local level.

It collects a series of tools, partly developed by other DE projects (such as DBE<sup>3</sup>, PEARDROP<sup>4</sup>, OPAALS<sup>5</sup>, DEN4DEK<sup>6</sup>, etc.) and partly developed and used by the DE-LAN partners to pilot DEs in their own regions.

A deployment roadmap is presented in Chapter 2, which can be used by practitioners and decision makers during the planning and the implementation of their DE. Tools can be found in this toolkit for each of the steps presented in the roadmap. This toolkit does not claim to be exhaustive, but rather suggests useful and tested tools that may facilitate the work of local actors / stakeholders interested in DE deployment.

Tools and “ready to use” templates, described and synthesised in this document, are available on the DE-LAN website ([www.delanproject.eu/downloads/tools-guides/toolkit](http://www.delanproject.eu/downloads/tools-guides/toolkit)).

What exactly is a “tool” in DE-LAN?

The DE-LAN consortium has chosen an extensive approach: a DE-LAN tool is everything useful for planning and deploying DEs, such as templates, examples, checklists, etc. DE-LAN tools are not at all prescriptive and can be adjusted according to specific needs, as has been the case for some used in the DE-LAN pilots.

<sup>3</sup>[http://www.digital-ecosystems.org/cluster/dbe/ref\\_dbe.html](http://www.digital-ecosystems.org/cluster/dbe/ref_dbe.html)

<sup>4</sup><http://www.digital-ecosystems.org/cluster/peardrop/peardrop.html>

<sup>5</sup><http://www.opaals-oks.eu/>

<sup>6</sup>[http://ec.europa.eu/information\\_society/apps/projects/factsheet/index.cfm?project\\_ref=224976](http://ec.europa.eu/information_society/apps/projects/factsheet/index.cfm?project_ref=224976)

## **Toolkit Layout**

This document is comprised of three chapters and one Annex. The Annex contains a list of all the tools referred to in the DE-LAN Toolkit and is available online at: [www.delanproject.eu/downloads/tools-guides/toolkit](http://www.delanproject.eu/downloads/tools-guides/toolkit).

The deployment roadmap can be found in Chapter 2 and each tool is presented and described in Chapter 3. The Annex contains a full list of all the tools included in the toolkit, listed numerically as they appear in this document, i.e. all the practical instruments that can be used in deploying DEs at a local level.



## 2.0 DEs Deployment Roadmap

The DEs research community developed more than one approach for the deployment of DEs at a local level (fig. 1). What DE-LAN proposes is a DE deployment roadmap from the point of view of regional development agencies and public sector personnel working in the field of innovation policies and local economic development. These are DE-LAN's main target users. However, it is important to remember that DE deployment at a local level implies the engagement of many local stakeholders, namely SMEs (including SMEs working in the ICT sector), research centres and other knowledge providers and policy makers. If the reader does not belong to these specific categories, he/she can find another model of DE adoption in Botto and Passani (2007).

Tools presented in this toolkit are relevant for all stakeholders engaged in the DE deployment process and can easily be adapted for different deployment plans. The DE-LAN deployment plan presented here is a combination of the model developed during the OPAALS project (Botto and Passani, 2007) and the model developed by the Welsh Government in their DNB project.

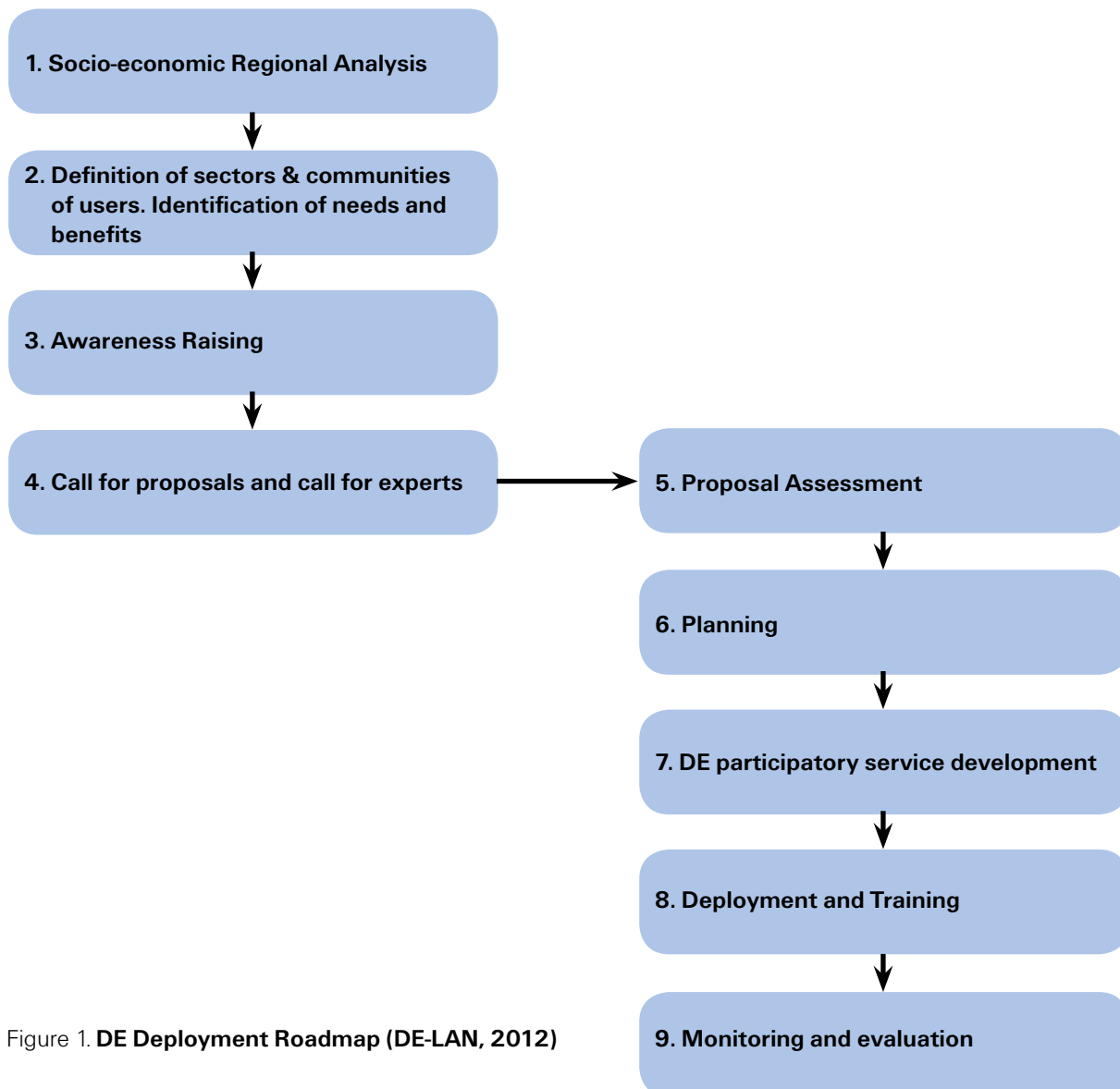


Figure 1. **DE Deployment Roadmap (DE-LAN, 2012)**

The following table explains each of the roadmap steps.

Step	Description
<b>1. Socio-economic Regional Analysis</b>	<p>This step is mainly research orientated and aims at developing a clear picture of (i) the productive fabric of the regions (or territory), (ii) the available technological infrastructure and ICT usage, (iii) a map of the main stakeholders and knowledge producers, (iv) the available social capital, (v) the innovation attitude of the main stakeholders, (vi) the information and innovation flows, etc.</p> <p>This analysis allows the region to benchmark its level of innovation and readiness for DE adoption.</p>
<b>2. Definition of sectors and communities of users. Identification of needs and benefits</b>	<p>The better approach seems to be that of selecting only one sector at the beginning; running a pilot project with the selected sector and then start working with other sectors. Work should include the identification of the sector's needs and anticipated benefits that the DE will provide.</p>
<b>3. Awareness Raising</b>	<p>DE is a socio-technical process with the ultimate aim of boosting innovation and sustainable development at territorial level, especially among SMEs. The Awareness Raising process should raise interest in DEs in the region and attract proposals for new projects. Awareness raising should focus on explaining the potential benefits which could be realised through DE deployment and should target those sectors/actors/stakeholders identified as being the most relevant from the research conducted in Step 1.</p>
<b>4. Call for proposals and call for experts</b>	<p>The DE deployment process takes advantage of different typologies of actors, namely: regional catalysts, adopters, implementers and users.</p> <p>In this step, the Region should open specific calls looking for local project proposals and experts capable of acting as knowledge providers.</p> <p>Catalysts' competencies may be found in a single organisation, for example an innovation agency, but in other cases it may become necessary to select a network of actors/stakeholders/organisations able to act in synergy (knowledge providers).</p> <p>Regional authorities may need an additional regional catalyst and will definitely need experienced SMEs working in the ICT sector to become technology providers in the up-coming local DEs.</p>

<b>5. Proposal Assessment</b>	The assessment stage involves the analysis of the proposal and of the knowledge providers. For the top scored proposals, feasibility studies aiming at assessing and evaluating the viability and interest from the sector should be undertaken before a full deployment plan is created.
<b>6. Planning</b>	<p>This step mainly involves planning activities and its goal is to have a clear view of the value chain that the DE will reinforce or create, and to identify which services will have to be developed according to the expected results.</p> <p>All the stakeholders engaged in the process will collaboratively develop a scenario for DE adoption.</p> <p>The Planning stage involves further stakeholder engagement to assess:</p> <ul style="list-style-type: none"> <li>· Stakeholders' Roles &amp; Responsibilities</li> <li>· Socio-Economic Issues</li> <li>· Technological Issues</li> <li>· Legal Issues</li> <li>· Management/Governance Structures</li> <li>· Funding Issues</li> <li>· Future Sustainability</li> </ul>
<b>7. DE participatory service development</b>	Final users, together with early adopters (such as SMEs in the ICT sectors) will start developing specific DE platform/services. A process of service design-development-test and re-design that takes into consideration the users, not only in terms of requirements, but also in terms of their user experience should be prepared.
<b>8. Deployment and Training</b>	The Deployment process involves the installation of the chosen platform/services. Depending on the group of users, ad hoc training will be needed in order to provide the necessary knowledge for the SMEs that will develop the DE local services.
<b>9. Monitoring and evaluation</b>	DE deployment undergoes continuous monitoring throughout each stage of the projects' lifecycle. Monitoring and evaluation can be assigned to an external expert or run by the founding body, and it should be carried out at least in three stages: at the beginning of the process (ex ante evaluation), during the DE deployment (in itinere evaluation) and at the end of the DE deployment (ex post evaluation).

## 3.0 Portfolio of Tools

In this Chapter, the reader will find a list and an explanation of the tools included in the DE-LAN Toolkit. The tools are organised according to the Deployment Roadmap's steps to which they mainly refer (Fig.1).

In some cases, one tool can be used in more than one step. In these cases, the reader will find references to the various steps in the tool description schema.

The tools described here come from different sources; some have been used and adapted in the DE-LAN pilots, others have been used in previous local or European projects.

The reader is invited to focus on the tools that can meet his/her needs according to the relevant step of their own DE development. A rating of the tools, in term of complexity of adoption and use, is provided in the tool description schema; this can further help the reader to select the most appropriate tool(s). The tools are available on the DE-LAN website and the precise reference is reported in the Annex of this document.

Finally, the reader can gain more details by looking at the pilots where some of the tools have been tested: information is available in the DE-LAN European Good Practice Guide which can be found on the DE-LAN project website [www.delanproject.eu/downloads/toolsguides](http://www.delanproject.eu/downloads/toolsguides). The European Good Practice Guide describes what DE-LAN partners learnt during the DE-LAN project, the tools tested and suggestions on how to adapt and improve them, according to local needs.

### Tools developed during the DE-LAN project

The following tools were developed during the DE-LAN project: "Regional State of Art Report Template" (6.c.), "Influencers Map Template" (6.d.), "Peer Review Template" (6.e.), "Good Practice Template" (6.f.), "Pilot Action proposal" (4.b.), "Pilot Action Assessment Criteria" (4.c.) and "Open Source and Free Solutions" (7.e.). It is possible to associate each of these tools to the steps of DE deployment process, as follows:

### Overview of Using the DE-LAN Tools

The first step should be to view the general picture as seen by all stakeholders and agents of the target sector. This analysis can be collected in the Regional State of Art Report, as described in the DE-LAN tool "Regional State of Art Report Template".

Any DE deployment plan needs key agents, and an influencer's map is recommended. To identify these in the DE-LAN project, this map has been turned into a tool called "Influencers Map Template".

Due to the nature of the DE-LAN project, which is funded under an INTERREG IVC Programme, and to benefit the collaborative process, the identification of successful regional experiences was required. The "Good Practice Template" aims at capturing these good practices as they were established. Afterwards, peer reviews and staff exchange visits were organised during the project, the "Peer Review Template" and "Good Practice Template" being used for feedback and reporting.

The final step of the DE-LAN project has been to implement a pilot in each participating region, based on the positive experiences reported by others. For this purpose, the "Pilot Action Proposal" and "Pilot Action Assessment Criteria" tools were created.

In order to optimise the cost of the deployment process of this project and due to its quality and technical variety, Open Source was identified as being an effective option. For this reason, the tool "Open Source and Free Solutions" was established during the project to identify appropriate technological solutions.

**List of tools<sup>7</sup>:**

- 1. Socio-economic Regional Analysis**
  - 1.a. Model of Business Ecosystem relevant to the subject area to be addressed
  - 1.b. Regional DBE SWOT Analysis
  - 1.c. Questionnaire for Territorial Maturity Grade (Social Capital Dimension)
  - 1.d. Questionnaire for Territorial Maturity Grade (SMEs and ICT)
  
- 2. Definition of Sectors and Communities of Users. Identification of Needs and Benefits**
  - 2.a. Checklist for Concept Evaluation
  - 2.b. Checklist for Discovers Needs Evaluation
  
- 3. Awareness Raising**
  - 3.a. Central Topic in DE Deployment
  - 3.b. Regional Benefit - How DBE Deployment Supports the Main Regional Development Policies and the Strategic Priorities of the Regional Development Plan?
  - 3.c. Draft Memo for Policy Makers
  - 3.d. Main Points
  - 3.e. DNB Overview Presentation Template
  - 3.f. Digital Ecosystem Presentation
  
- 4. Call for Proposals and Call for Experts**
  - 4.a. Knowledge and Skills for DBE Applications
  - 4.b. Pilot Actions Proposal Template
  - 4.c. Pilot Actions Proposal – Assessment Criteria
  - 4.d. DNB Regional Catalysts Guide
  - 4.e. DNB Sector Participants Guide
  - 4.f. Project Brief
  - 4.g. Project Initiation Document (PID)
  - 4.h. DNB Workshop Structure
  - 4.i. DNB Project Proposal form
  
- 5. Proposal Assessment**
  - 5.a. DE Market Assessment Template

<sup>7</sup>The names of the tools are those used in the projects which first developed them.

**6. Planning**

- 6.a. Master Diagram - Formulation of a Deployment Plan for a Regional DBE
- 6.b. Criteria for Selecting the "Pilot" DBE Sector
- 6.c. Regional State of the Art Report Template
- 6.d. Influencers Map Template
- 6.e. Peer Review Template
- 6.f. Good Practice Template
- 6.g. DNB Process Flowchart
- 6.h. Deployment Plan Template
- 6.i. Action Plan of e-Crime Working Group

**7. DE Participatory Service Development**

- 7.a. Demonstrator Tool
- 7.b. Application Developers' Guidelines
- 7.c. Development Standards
- 7.d. Demonstrator Tool Technical Guide
- 7.e. Open Source and/or Free Solutions
- 7.f. Technological e-Crime Platform
- 7.g. Sirona
- 7.h. SVEA Collaborative Environment

**8. Deployment and Training**

Deployment and training steps activities are strongly related to the solutions and plans a region selects. Therefore, there are no specific tools for this step.

**9. Monitoring and Evaluation**

- 9.a. Balance Scorecard Metrics for Regional Catalyst Self-Evaluation

**Tool Description Schema**

In the following pages, the reader will find details of the individual tools including a brief description, when to use each of them, and where to find additional details.

For ease of reference, the tools above have been listed numerically matching the order in which they appear in this toolkit. This numerical format makes it easy to cross reference between the list of tools above and those included in the Annex.



### 3.1 Socio-economic Regional Analysis

<b>Name of the tool</b>	<b>DBE Model</b>
<b>Key words</b>	Model, DE, mapping, network identification.
<b>When to use it</b>	Socio-economic regional analysis.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Peardrop DBE toolkit, 2008, available at <a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	The tool presents examples of three types of existing networks. It proposes some hints to guide thinking on which of these are present in your region, and some tips concerning DE deployment.
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	1.a. Model of Business Ecosystem relevant to subject area to be addressed.

<b>Name of the tool</b>	<b>Regional DBE SWOT</b>
<b>Key words</b>	DE implementation potential, development objectives, available resources.
<b>When to use it</b>	Socio-economic regional analysis.
<b>Authors</b>	Antonella Passani, on the basis of the Peardrop project.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Peardrop DBE toolkit, 2008, available at <a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	<p>The objective of DBE SWOT analysis is to gain a better understanding of the DE implementation potential of a given territory. It provides helpful information for matching the region's development objectives and its available resources to the possible benefits of the DE introduction.</p> <p>The analysis is carried out through facilitated discussions with key stakeholders and decision makers, following a semi-structured questionnaire. The questionnaire is composed of different parts addressing the macro-economic situation of the territory, in particular:</p> <ul style="list-style-type: none"> <li>· elements of strength (in terms of competitiveness, advanced services, knowledge sharing, cooperation, etc.),</li> <li>· existing weaknesses (such as high costs for training, uncertain investment, long decision making processes, uncertain governance, etc.),</li> <li>· relevant opportunities (in terms of ICT, internationalisation of companies, integration of markets and firms, etc.),</li> <li>· and the threats and possibilities to manage them (for example, barriers to entrepreneurship or limited availability of Venture Capital).</li> </ul> <p>For each aspect, the expert makes a qualitative evaluation of the characteristics of the territory, and gives a mark indicating its relevance.</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	1.b. Regional DBE SWOT Analysis.

<b>Name of the tool</b>	<b>Questionnaire for Territorial Maturity Grade (Social Capital Dimension)</b>
<b>Key words</b>	Territory Maturity Grade, social capital of the territory, network analysis.
<b>When to use it</b>	Socio-economic regional analysis.
<b>Authors</b>	Antonella Passani.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Passani and Giorgetti, 2009 and Rivera-Leon, Passani, Pennese, 2009, available at: <a href="http://files.opaals.eu/OPAALS/Year_3_Deliverables/WP11/">http://files.opaals.eu/OPAALS/Year_3_Deliverables/WP11/</a> .Select Deliverable: D11.8
<b>Brief description</b>	<p>The questionnaire aims to map the territorial situation before the DE adoption, and evaluate its readiness for DE introduction on one specific aspect: its social capital.</p> <p>The semi-structured questionnaire is based on the network analysis methodology. This questionnaire can be complemented with the one described in the next tool description: “<i>Questionnaire for Territorial Maturity Grade (SMEs and ICT - Part A and C)</i>”</p> <p>The results of the questionnaire can also be used to plan supporting policies needed in order to make the DE adoption process feasible. Measuring the maturity of a territory to DE adoption tells local stakeholders what is needed in order to enable the users/beneficiaries to effectively use the DE.</p>
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	1.c. Questionnaire for Territorial Maturity Grade (Social Capital Dimension).

<b>Name of the tool</b>	<b>Questionnaire for Territorial Maturity Grade (SMEs and ICT - Part A and C)</b>
<b>Key words</b>	Territory Maturity Grade, SMEs and innovation, SMEs and ICT tools, innovation needs.
<b>When to use it</b>	Socio-economic regional analysis.
<b>Authors</b>	Antonella Passani.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Passani and Giorgetti, 2009 and Rivera-Leon, Passani, Pennese, 2009, available at <a href="http://files.opaals.eu/OPAALS/Year_3_Deliverables/WP11/">http://files.opaals.eu/OPAALS/Year_3_Deliverables/WP11/</a> . Select Deliverable: D11.8.
<b>Brief description</b>	<p>This questionnaire aims at mapping the situation of the SMEs in the territory regarding their relationship with ICT before the DE adoption. It is a tool meant to estimate the level of readiness of a territory to DE adoption and its needs in terms of innovation.</p> <p>Part A of the questionnaire will help the experts to gather information about SMEs' characteristics and their needs in terms of innovation. Part C considers the ICT tools used by SMEs', the services they offer on their website, their staff's technological competencies and the obstacles they encounter in the use of new technologies.</p> <p>Together with the questionnaire on the social capital described in the previous Tool description "Questionnaire for Territorial Maturity Grade (Social Capital Dimension)", the results of these questionnaires can also be used to plan supporting policies needed in order to make the DE adoption process feasible. Measuring the maturity of a territory for DE adoption tells local stakeholders what is needed in order to enable the users/beneficiaries to effectively use a DE.</p>
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	1.d. Questionnaire for Territorial Maturity Grade (SMEs and ICT - Part A and C).

**3.2 Definition of sectors and communities of users. Identification of needs and benefits**

Name of the tool	Checklist for Concept Evaluation
Key words	Living Lab, concept development, checklist.
When to use it	Definition of sectors and communities of users, including identification of needs and benefits.
Authors	Adapted from Anna Ståhlbröst, Luleå University of Technology whose contribution is reported in LivingLab toolbox website (url provided below).
Used/tested in DE-LAN good practice	No.
Reference for learning more	<a href="http://www.litoolbox.eu/methods-and-tools/methodologies/living-labs">www.litoolbox.eu/methods-and-tools/methodologies/living-labs</a>
Brief description	The checklist was used to encourage users to express their thoughts and attitudes towards the concepts being developed in terms of their needs of the service. This is combined with the aim to identify new and unexplored needs users might have, or that have been modified in some way.
Level of complexity	Low.
Reference to the Annex	2.a. Checklist for concept evaluation.

<b>Name of the tool</b>	<b>Checklist for the Discover Needs</b>
<b>Key words</b>	Living Lab, needs identification, checklist.
<b>When to use it</b>	Definition of sectors and communities of users, including identification of needs and benefits.
<b>Authors</b>	Adapted from Anna Ståhlbröst, Luleå University of Technology whose contribution is reported in LivingLab toolbox website (url provided below).
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.litoolbox.eu/methods-and-tools/methodologies/living-labs">www.litoolbox.eu/methods-and-tools/methodologies/living-labs</a>
<b>Brief description</b>	The aim of this checklist is to gain insights into what particular needs users might have in terms of support from technology in the situation that the projects strives to contribute to. This process can be combined with the evaluation step in later stages in the innovation process, but at the start of the project it is crucial that this process is separate from other processes. This will ensure that user needs identification is the driving force for the development of the design throughout the whole innovation process.
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	2.b. Checklist for Discover Needs evaluation.



### 3.3. Awareness Raising

Name of the tool	Central Topic in DE Deployment
<b>Key words</b>	Digital ecosystem, deployment, tool, templates, roadmap, benefit, regional, awareness, champion.
<b>When to use it</b>	Awareness Raising.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Peardrop DBE toolkit, 2008, available at <a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	<p>This short document ( 1 page) aims to lead practitioners to understand the readiness level of a territory to implement a DBE. Consequently, it can help the practitioner to focus on which DBE implementation challenges they will have to face.</p> <p>In particular, the document includes a table where the identified issues are listed in a matrix that matches contexts (industrial context, ICT context) with aspects that can be improved (entrepreneurship, knowledge, cooperation, ICT).</p>
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	3.a. Central Topic in DE Deployment.

<b>Name of the tool</b>	<b>Regional Benefit</b>
<b>Key words</b>	Digital ecosystem, deployment, tool, templates, roadmap, benefit, regional, awareness, champion.
<b>When to use it</b>	Awareness Raising.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	<p>This is a PowerPoint file which describes how DBE deployment can support the main Regional Development Policies and the Strategic Priorities of the Regional Development Plan. The presentation is addressed to decision makers and practitioners and can be used to raise awareness, gain support, gain a champion, etc.</p> <p>Easy and handy to catch the attention of the target (decision makers and practitioners).</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	3.b. Regional Benefit - How DBE deployment supports the main Regional Development Policies and the Strategic Priorities of the Regional Development Plan?

<b>Name of the tool</b>	<b>Draft Memo for Policy Makers</b>
<b>Key words</b>	Policy, memo, benefits, engagement, communication.
<b>When to use it</b>	Awareness Raising.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	<p>This document sketches the main issues and the main reasons behind a regional DE implementation. It moves from the general mainframe of DE, describing potential benefit for SMEs considering their special needs and framing this all in the Lisbon Strategy.</p> <p>It has been prepared for general purposes, but it can be useful to support the engagement and communication with political leaders.</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	3.c. Draft Memo for Policy Makers.

<b>Name of the tool</b>	<b>Main Points</b>
<b>Key words</b>	Definitions, discoverer, influencers, users, drivers, regional catalyst.
<b>When to use it</b>	Awareness Raising. Call for proposals and Call for experts.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	This tool consists of a PowerPoint Presentation reporting information related to the various categories of stakeholders of the DE model. More precisely, this tool provides a definition of: benefits, challenges and opportunities related to Regional Catalysts, Influencers, Implementers, Discoverer, Driver, End Users. Terms such as Discovers, Drivers and End Users have a specific meaning in the DE language, and this document reports useful definitions in this regard.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	3.d. Main Points.

<b>Name of the tool</b>	<b>DNB Overview Presentation Template</b>
<b>Key words</b>	PowerPoint, slides, presentation.
<b>When to use it</b>	Awareness Raising.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	Template which can be used to create presentations for stakeholder groups, in order to help awareness raising about the benefits of DEs.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	3.e. DNB Overview Presentation Template.

<b>Name of the tool</b>	<b>Digital Ecosystem Presentation</b>
<b>Key words</b>	Technological platform, P2P, collaboration, ecosystem, dissemination, presentation.
<b>When to use it</b>	Awareness Raising.
<b>Authors</b>	Antonio Recio (FUNDECYT).
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	<a href="http://prezi.com/c8hwmpcewsbr/copy-of-ecosistemas-digitales">http://prezi.com/c8hwmpcewsbr/copy-of-ecosistemas-digitales</a>
<b>Brief description</b>	This is a presentation about the digital ecosystem characteristics. It includes audiovisual resources. It aims to introduce an audience (technical or not) to the DE approach.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	3.f. Digital Ecosystem Presentation.



### 3.4 Call for proposals and call for experts

<b>Name of the tool</b>	<b>Knowledge and Skills for DBE Applications</b>
<b>Key words</b>	Requirements, selection of developers, software, platform, technological skills, software engineer.
<b>When to use it</b>	Call for proposals and call for experts.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	This brief document lists the skills required from a software developer responsible for DE technological implementation. When searching for a technological partner/person, the regional catalyst may use this document for developing the job description, call for tender or equivalent.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	4.a. Knowledge and Skills for DBE Applications.

<b>Name of the tool</b>	<b>Pilot Action Proposal Template</b>
<b>Key words</b>	Pilot, good practice, outcomes, funding, transfer, sustainability.
<b>When to use it</b>	Call for proposals and call for knowledge providers.
<b>Authors</b>	DE-LAN project.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>The Pilot Action Proposal Template aims to identify, from a technical-economic point of view, the practical deployment of a good practice previously identified during the peer review/staff exchange.</p> <p>The following aspects need to be considered:</p> <ol style="list-style-type: none"> <li><b>1) Regional partner</b></li> <li><b>2) Regional economic background:</b> General Background, e.g. main industries, NUTS Level, etc, Population data, GVA/GDP Data (Euro), Other Relevant Regional Information,</li> <li><b>3) Background to the proposed pilot action:</b> working title, main purpose, type of DE, sector to be covered, sub-sector, need for pilot action, main stakeholders,</li> <li><b>4) Main details of the proposed pilot action:</b> purpose, overall aims and objectives, summary of requirements,</li> <li><b>5) Type of pilot action:</b> type of projects, good practices identified, changes/enhancements, participants,</li> <li><b>6) Transfer of existing DE project/ good practice:</b> project being transferred, preparatory work, translation of the documents to be transferred, peer review, staff exchanges, other requirements, hosting the transferred project,</li> <li><b>7) ICT skills/expertise required for the pilot action:</b> description of the work/research already undertaken to identify the ICT (software &amp; hardware) skills, systems &amp; expected cost to operate the pilot action,</li> </ol>

Name of the tool	Pilot Action Proposal Template
Brief description cont/.	<p><b>8) Outline action plan / timescale for pilot action:</b> internal and external resources (days / cost) for the whole pilot action,</p> <p><b>9) Results of the proposed pilot action:</b> milestones, expected outcomes, proposal for sharing results, proposal for sustaining the pilot action,</p> <p><b>10) Any other details in support of proposed pilot action.</b></p>
Level of complexity	Low.
Reference to the Annex	4.b. Pilot Actions Proposal Template.

<b>Name of the tool</b>	<b>Pilot Action Proposal Assessment Criteria</b>
<b>Key words</b>	Pilot, good practice, outcomes, funding, transfer, sustainability, assessment.
<b>When to use it</b>	Call for proposals and call for experts.
<b>Authors</b>	DE-LAN project.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>The purpose of Pilot Action Assessment Criteria (PAAC) template is to:</p> <ol style="list-style-type: none"> <li>a. help the Steering Committee to review the Pilot Action proposals.</li> <li>b. agree on which of the proposals should be taken forward.</li> <li>c. provide a standard evaluation process and list of criteria.</li> </ol> <p>The assessment criteria are linked to the overall aims and objectives of the Pilot Actions programme as an integral part of the DE-LAN Project, i.e.:</p> <ol style="list-style-type: none"> <li>i. ways in which good practices are tried and tested and the process by which technologies can be transferred between regions and sectors;</li> <li>ii. to develop additional good practices and benefits;</li> <li>iii. to identify any possible barriers, problems and solutions;</li> <li>iv. to build innovative new e-Business processes / products / markets;</li> <li>v. to get local buy-in to the DE concept in readiness for the subsequent introduction of full-scale programmes; and</li> <li>vi. to demonstrate the potential impact that larger-scale DE deployment can have on the regional economy, and thereby help inform the regional planning / mainstreaming processes.</li> </ol>

Name of the tool	Pilot Action Proposal Assessment Criteria
Brief description cont/.	<p>In addition to assessing how the proposals meet these objectives, the Steering Committee should also seek to achieve a good sectoral and thematic coverage. Geographical distribution can be another variable to be considered.</p> <p>Although the assessment is linked directly to the pilot action proposal template and is based on defined specific criteria, the scoring will still be somewhat subjective. The Steering Committee will decide on a specific scoring mechanism. It is suggested that an independent, suitably qualified third party should be invited to assess and score any proposals. The independent assessor's score will then be final.</p> <p>Partners will prioritise one of their top ranking Pilot Action proposals. If the partners first proposal does not meet the criteria, or is deemed not to be a suitable pilot action or is too similar to another pilot action being taken forward by another partner, then the second proposal will be submitted for assessment.</p> <p>The assessment criteria should include the following requirements:</p> <ol style="list-style-type: none"> <li>1) <b>Background:</b> main purpose and need for pilot action, main stakeholders,</li> <li>2) <b>Main details of proposed pilot action:</b> purpose, main objective, main requirements,</li> <li>3) <b>Type of pilot action:</b> identification of good practice, changes/enhancements, participants,</li> <li>4) <b>Transfer of existing good practices:</b> preparatory work, translation, peer review visit, staff exchange, hosting of the pilot action,</li> <li>5) <b>ICT skills:</b> identification, provision,</li> <li>6) <b>Outline action plan:</b> timescale,</li> <li>7) <b>Results:</b> milestones and outcomes, dissemination,</li> <li>8) <b>Sustainability.</b></li> </ol>
Level of complexity	Medium.
Reference to the Annex	4.c. Pilot Actions Proposal – Assessment Criteria.

<b>Name of the tool</b>	<b>DNB Regional Catalysts Guide</b>
<b>Key words</b>	Regional catalyst, lead stakeholder, stakeholder engagement.
<b>When to use it</b>	Call for proposals and call for experts, Proposal assessment, Planning.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	The Regional Catalysts Guide defines the processes used to deliver and manage Digitally Networked Businesses (DNB) or DE projects including engagement with stakeholders. It is intended to assist participants in preparing a proposal for a DNB/DE project, including the development of their business case and project plans. It contains a range of processes and tools that can be used by beneficiary organisations and businesses to develop DNB/DE proposals, seek funding and manage DNB/DE implementation projects.
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	4.d. Digitally Networked Businesses Regional Catalysts Guide.



<b>Name of the tool</b>	<b>DNB Sector Participants Guide</b>
<b>Key words</b>	Participant, stakeholder.
<b>When to use it</b>	Call for proposals and call for experts, Proposal assessment, Planning.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	The DNB Sector Participants Guide is intended to assist participants in preparing a proposal for a DNB project, including the development of their business case and project plans. This guide contains a range of methods and tools that can be used by beneficiary organisations and businesses to develop DNB/DE proposals, to seek funding and manage DNB/DE Implementation Projects.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	4.e. Digitally Networked Businesses Sector Participants Guide.

<b>Name of the tool</b>	<b>Project Brief</b>
<b>Key words</b>	Project brief, project proposal, idea.
<b>When to use it</b>	Call for proposals and call for knowledge providers.
<b>Authors</b>	Prince2 ( <a href="http://en.wikipedia.org/wiki/PRINCE2">http://en.wikipedia.org/wiki/PRINCE2</a> )
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.prince2.com">www.prince2.com</a>
<b>Brief description</b>	<p>The Project Brief Template is used to create a brief prior to commissioning a DE assessment or deployment plan.</p> <p>The brief outlines the desired outputs, outcomes, what it is hoping to achieve and the justification for undertaking the DE.</p> <p>Prince2 is a process-based approach for project management easily tailored and scalable for all types of projects. The method is recognised by the UK Government as a standard for the management of public sector projects.</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	4.f. Project Brief.

<b>Name of the tool</b>	<b>Project Initiation Document</b>
<b>Key words</b>	Deliverables, timescales, proposal.
<b>When to use it</b>	Call for proposals and call for experts.
<b>Authors</b>	Prince2.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.prince2.com">www.prince2.com</a>
<b>Brief description</b>	A PID or Project Initiation Document Template is used at the start of a project. The PID describes the project vision, timeframes and deliverables so that everyone knows what has to be done and by when. The PID helps identify all of the things that need to be delivered in order to start the project and help make it a success.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	4.g. Project Initiation Document (PID).

<b>Name of the tool</b>	<b>Workshop Structure</b>
<b>Key words</b>	Workshop, event, stakeholder engagement.
<b>When to use it</b>	Call for proposals and call for experts, Proposal assessment, Planning.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	Structure for running a DNB/DE Workshop including suggested questions for encouraging discussions in workgroup sessions (to be tailored for the specific sector).  The aim of holding a workshop is to engage with the main stakeholders of the DE so as to understand their needs and requirements prior to deployment planning.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	4.h. DNB Workshop Structure.

<b>Name of the tool</b>	<b>Project Proposal Form</b>
<b>Key words</b>	Proposal, business case, initiation, idea.
<b>When to use it</b>	Call for proposals and call for experts.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	The template is used to capture the initial project proposal, or business case for a DE, to see if the potential project is viable. It captures a description of the purpose of the project, considering its main aims/objectives and also the benefits which the project is expected to deliver.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	4.i. DNB Project Proposal Form.

### 3.5 Proposal Assessment

<b>Name of the tool</b>	<b>DE Market Assessment Template</b>
<b>Key words</b>	Assessment, feasibility study.
<b>When to use it</b>	Proposal assessment.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	Template for generating a DE Assessment/Report. The template is designed for completing an assessment of the market/sector that is planning to deploy a DE. The aim is to understand the needs of the sector or cluster before starting work on the deployment plan for the DE.
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	5.a. DE Market Assessment Template.

### 3.6 Planning

<b>Name of the tool</b>	<b>Master Diagram - Formulation of a Deployment Plan for a Regional DBE.</b>
<b>Key words</b>	Digital ecosystem, deployment, tool, templates, roadmap.
<b>When to use it</b>	Planning.
<b>Authors</b>	Peardrop project consortium.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	This is a PowerPoint slide which describes, through a synthetic view, the roadmap for the formulation of a regional DBE deployment plan. It points out the main components of each step.
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	6.a. Master Diagram - Formulation of a Deployment Plan for a Regional DBE.



<b>Name of the tool</b>	<b>Criteria for Selection of the Pilot DBE Sector</b>
<b>Key words</b>	Industrial sector, DE introduction, political choice, stakeholders.
<b>When to use it</b>	Planning.
<b>Authors</b>	Antonella Passani on the basis of the Peardrop project.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.delanproject.eu/downloads/toolsguides">www.delanproject.eu/downloads/toolsguides</a>
<b>Brief description</b>	<p>This tool aims at guiding stakeholders and practitioners in selecting a first industrial sector/ cluster of SMEs for DE introduction at a local level.</p> <p>This instrument identifies a list of issues to be taken into account in selecting the industrial sector for DE implementation (in particular: political focus, knowledge availability, collaboration opportunities, SMEs culture towards networking, existing IT Infrastructures and the situation in terms of e-adoption). This list can be used as a reference in a facilitated meeting with stakeholders.</p> <p>In order to make a decision, however, the users need to be well informed about regional policies, regional innovation leaders, rate of ICT adoption and digital divide, industrial fabric and level of collaboration among SMEs. The territorial maturity grade (tools 1.c and 1.d) can capture this kind of information which may be already available to regional stakeholders.</p>
<b>Level of complexity</b>	Low, if all the information is available.
<b>Reference to the Annex</b>	6.b. Criteria for selection of the pilot DBE sector.

<b>Name of the tool</b>	<b>Regional State of the Art Report Template</b>
<b>Key words</b>	Experience, good practices, Strategy, Region.
<b>When to use it</b>	Planning.
<b>Authors</b>	DE-LAN project.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>The State of the Art (SoA) report is a very important and useful document developed during the first stage of the project. A SoA includes a general picture of the experiences of a region. These experiences will be used to optimise the resources already existing in a region.</p> <p>Furthermore, the SoA is especially useful in INTERREG projects since they aim to share experiences between regions.</p> <p>The DE-LAN project has presented, among other documents, 8 Regional Influencers Map reports and 8 Regional State-of-the-Art benchmark reports. Each of these reports informs on the following topics:</p> <ul style="list-style-type: none"> <li>• Project Planned or Underway, Project Name / Title / Acronym,</li> <li>• Type of Project,</li> <li>• No. of Stakeholders/Partners: private sector, participants, end users, technical providers, public sector, facilitators, catalyst, Academia, others,</li> <li>• Sector (e.g. ICT, tourism, construction,...) / Focus (regional, national, international),</li> <li>• Current or Completed? (date of starting / completed),</li> <li>• Source of External Funding/Support (E.U. funding, private-public partnership, ...),</li> <li>• Project Champion / Lead Partner,</li> <li>• Specific Regional Expertise (before start of the project, acquired during the project),</li> <li>• Legal/Governance Issues (type of association, consortium agreement),</li> <li>• DBE Technology Platform,</li> </ul>

<b>Name of the tool</b>	<b>Regional State of the Art Report Template</b>
<b>Brief description cont/.</b>	<ul style="list-style-type: none"><li>· General Information about DBE (reports available, good practices identified, cost/benefit analysis, any specific issues),</li><li>· Interregional/State collaboration.</li></ul>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	6.c. Regional State of the Art Report Template.

<b>Name of the tool</b>	<b>Influencers Map Template</b>
<b>Key words</b>	Contacts, Stakeholders, Public Bodies, Importance, Relationships, Kind and level of influence, Strategy.
<b>When to use it</b>	Planning.
<b>Authors</b>	DE-LAN project.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>The Influencers Map Template (IM) is a natural extension of the SoA. It collects the big picture of who the strategic and main actors/stakeholders are within a region. Usually, the IM results from the stakeholders' analysis.</p> <p>Identifying all stakeholders is as important as analysing the relationships between them, as it will help ensure the success of the project.</p> <p>When constructing an IM, the following should be kept in mind:</p> <ul style="list-style-type: none"> <li>· Analysis of stakeholders,</li> <li>· Analysis of their roles within the regional system,</li> <li>· Identify the relevance of each stakeholder, based on their position/influence in the big picture,</li> <li>· Identify (with arrows, for example) their relationships and dependencies.</li> </ul>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	6.d. Influencers Map Template.

<b>Name of the tool</b>	<b>Peer Review Template</b>
<b>Key words</b>	Region, Share of knowledge, Transfer, Study visit, Staff exchange.
<b>When to use it</b>	Planning, Deployment.
<b>Authors</b>	DE-LAN project.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>Peer Review Process provides a critical review of DE practices in partner regions with the aim of learning from others' experiences. The review template helps (i) identifying good practices that could be transferred to other regions (ii) highlight those relevant for Pilot Actions.</p> <p>This template has been used by all partners in the DE-LAN project. In fact, each partner identified 3 examples of good practices in other regions to peer review.</p> <p>Peer Reviews have been performed as desktop reviews, i.e. by means of reading, conference calls, phone calls and email exchanges between partners and not by face to face meetings.</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	6.e. Peer Review Template.

<b>Name of the tool</b>	<b>Good Practice Template</b>
<b>Key words</b>	State of the Art, Region, Share of knowledge, Transfer.
<b>When to use it</b>	Planning, Deployment.
<b>Authors</b>	DE-LAN project.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>The Good Practice Template aims to identify the best experiences in a Region, related to the study/object/purpose of a project.</p> <p>The objective of this template is to create a document that will collect in a clear and concise way the data on a good practice to be transferred to another region.</p> <p>The Good Practice Template requires the user to collect the following information:</p> <ol style="list-style-type: none"> <li>1. <b>General data:</b> name, category, status, good practice focus,</li> <li>2. <b>Good practice coordinator:</b> Name, Job title, Organisation, Telephone number, e-mail address,</li> <li>3. <b>Funding and management:</b> total funding, percentage of structural funds, partners, beneficiaries (type and number),</li> <li>4. <b>About the good practice:</b> Aims, objectives and key targets plus a short description,</li> <li>5. <b>Rationale:</b> Why was the practice needed? (e.g. demand-based project; strengthening of a strategic field for business or innovation in the region, etc...),</li> <li>6. <b>Innovation:</b> innovative aspects of the good practice,</li> <li>7. <b>Success factor:</b> Aspects of the good practice which the team believes are critical to its success,</li> <li>8. <b>Issues:</b> aspects or problems that have proved to create difficulties for the good practice,</li> <li>9. <b>Results:</b> What has been the impact of the good practice?</li> <li>10. <b>Sustainability and transferability:</b> Tangible outputs that could be transferred to another region or sector.</li> </ol>
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	6.f. Good Practice Template.

<b>Name of the tool</b>	<b>DNB Process Flowchart</b>
<b>Key words</b>	Deployment, process, DNB, Planning, flowchart.
<b>When to use it</b>	Planning.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	Process flow diagram showing the DNB deployment process, from initial project proposal leading to full DNB deployment.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	6.g. DNB Process Flowchart.



<b>Name of the tool</b>	<b>Deployment Plan Template</b>
<b>Key words</b>	Planning, deployment.
<b>When to use it</b>	Planning.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	The Deployment Plan Template is designed to assist with planning the deployment of a DE. The aim is to understand the steps that should be taken when planning the deployment of a DE.
<b>Level of complexity</b>	Medium.
<b>Reference to the Annex</b>	6.h. Deployment Plan Template.

<b>Name of the tool</b>	<b>Action Plan of e-Crime Working Group</b>
<b>Key words</b>	Digital ecosystem, tool, e-Crime, planning, evaluation, working group, document.
<b>When to use it</b>	Planning, Monitoring and evaluation.
<b>Authors</b>	Vysočina Region.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.kr-vysocina.cz/akcni-plan-elektronicke-bezpecnosti/d-4033285/p1=42676">www.kr-vysocina.cz/akcni-plan-elektronicke-bezpecnosti/d-4033285/p1=42676</a> (Information available only in Czech).
<b>Brief description</b>	<p>This tool is used for planning a year series of activities for the Working Group. It is divided into 5 parts according to individual activities –coordination, education, monitoring, promotion and support for SME´s.</p> <p>It is also used for evaluation of e-Crime activities performed during the previous year.</p> <p>The coordinator of the Working Group prepares this document every year, for the Working Group to comment and approves it. Then, the Regional Council has to approve it as well.</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	6.i. Action Plan of e-Crime Working Group.

## 3.7 DE participatory service development

<b>Name of the tool</b>	<b>Demonstrator Tool</b>
<b>Key words</b>	Platform, Digital Ecosystem, DNB, demonstrator, tool.
<b>When to use it</b>	DE participatory service development, Awareness Raising.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	<a href="http://www.dnbproject.co.uk/dnb1/Pages/5">www.dnbproject.co.uk/dnb1/Pages/5</a> Registration is needed, contact <a href="mailto:de-lan@wales.gsi.gov.uk">de-lan@wales.gsi.gov.uk</a> for access requests.
<b>Brief description</b>	<p>Online platform demonstrating some of the basic features of a Digitally Networked Businesses (DNB). Includes collaboration tools and shared applications. Developed using a combination of programming languages and based on 'open standards'.</p> <p>The DNB Demonstrator was developed as a Rapid Development Prototype System to showcase basic DNB technologies. The system forms part of a Toolkit of applications which can be made available by the Welsh Government for use by those wanting to set up a DNB subject to Welsh Government terms and conditions. For more details contact Keri-Anne Davies ( see above) :</p> <p>The Knowledge Base is an application which plugs into the DNB infrastructure/platform and combines elements of Wiki collaborative authoring capabilities with threaded forums, with discussion sessions being logged (when logging is requested) and available for later review. The Knowledge Base allows the creation of document sets, forums and discussions owned and shared by users/groups as well as those maintained by individual users.</p>
<b>Level of complexity</b>	User – Low. Developer – High.
<b>Reference to the Annex</b>	7.a. Demonstrator Tool.

<b>Name of the tool</b>	<b>Software Developers Guide</b>
<b>Key words</b>	Platform, Digital ecosystem, DNB, demonstrator, tool, programming, software, open standards.
<b>When to use it</b>	DE participatory service development.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.dnbproject.co.uk/dnb1/Pages/5">www.dnbproject.co.uk/dnb1/Pages/5</a> Registration is needed, contact <a href="mailto:de-lan@wales.gsi.gov.uk">de-lan@wales.gsi.gov.uk</a> for access requests.
<b>Brief description</b>	The Software Developers Guide is specifically for the development of applications which are to be integrated into the DNB Platform.
<b>Level of complexity</b>	High.
<b>Reference to the Annex</b>	7.b. Application Developers' Guidelines.

<b>Name of the tool</b>	<b>Development Standards</b>
<b>Key words</b>	Platform, Digital ecosystem, DNB, tool, programming, software, open standards.
<b>When to use it</b>	DE participatory service development.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>The Development Standards document is a generic guide for developers (taken from the Software Developers Guide) which covers best practice guidelines for software development.</p> <p>The document is designed as a best practice guide for developers developing a DE platform or application.</p>
<b>Level of complexity</b>	High.
<b>Reference to the Annex</b>	7.c. Development Standards.

<b>Name of the tool</b>	<b>Demonstrator Tool Technical Guide</b>
<b>Key words</b>	Platform, Digital ecosystem, DNB, demonstrator, tool, programming, software, open standards.
<b>When to use it</b>	DE participatory service development.
<b>Authors</b>	Welsh Government.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	<a href="http://www.dnbproject.co.uk/dnb1/Pages/5">www.dnbproject.co.uk/dnb1/Pages/5</a> Registration is needed, contact <a href="mailto:de-lan@wales.gsi.gov.uk">de-lan@wales.gsi.gov.uk</a> for access requests.
<b>Brief description</b>	The purpose of this document is to provide technical documentation to accompany the source code for the Welsh Government's DNB Toolkit infrastructure project. It provides the information to allow suitably experienced technical personnel to maintain, enhance and deploy the DNB demonstrator infrastructure.
<b>Level of complexity</b>	High.
<b>Reference to the Annex</b>	7.d. DNB – Infrastructure Technical Description.

<b>Name of the tool</b>	<b>Open Source and Free Solutions</b>
<b>Key words</b>	Open source, technological solution, technological platform.
<b>When to use it</b>	DE participatory service development, Deployment and training.
<b>Authors</b>	FUNDECYT (Extremadura).
<b>Used/tested in DE-LAN good practice</b>	Good practice / pilot proposal.
<b>Reference for learning more</b>	Please see section «Reference to the Annex» below.
<b>Brief description</b>	<p>This is a compilation of several solutions based on open source /free software.</p> <p>The document include enough information to identify and use those solutions, such as:</p> <ul style="list-style-type: none"> <li>· Name</li> <li>· Website reference</li> <li>· What it could be used for</li> <li>· Description</li> </ul>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	7.e. Open Source and/or free solutions.



<b>Name of the tool</b>	<b>Technological e-Crime Platform</b>
<b>Key words</b>	Digital ecosystem, tool, working group, e-Crime, discussion, e-mail, sharing information, documents.
<b>When to use it</b>	DE participatory service development.
<b>Authors</b>	Vysočina Region.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	<a href="http://www.kr-vysocina.cz/ebezpecnost">www.kr-vysocina.cz/ebezpecnost</a> <a href="http://www.kr-vysocina.cz/kamseobratitsproblemy">www.kr-vysocina.cz/kamseobratitsproblemy</a> Information is only available in Czech.
<b>Brief description</b>	<p>Creation of shared technological platform. This platform includes: end-user groups oriented list of possible e-Crime threats, database of electronic crime cases, recommended schema of actions, contact list of key actors and responsible persons (tutors, IT professionals, specialised police officers, certificated companies), on-line discussion board (with external subjects – children, parents, citizens, SME ´s (network administrators).</p> <p>Moreover, the members of the e-Crime Working Group have their own on-line discussion where all members can share documents, comments and ideas (with a possibility to retrieve documents from archives).</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	7.f. Not available – Please contact Vysočina IT department for detailed information.

<b>Name of the tool</b>	<b>Sironta</b>
<b>Key words</b>	Technological platform, P2P, collaboration, ecosystem.
<b>When to use it</b>	DE participatory service development.
<b>Authors</b>	SIRONTA has been developed by TechIdeas as a result of the DEN4DEK project. Sironta is created with an open source license, making it possible to read, modify, redesign, develop or improve the product code.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	<a href="http://sironta.com">http://sironta.com</a>
<b>Brief description</b>	Sironta is a communication tool that can be used for collaborative working that has been piloted as an instrument for SMEs collaboration. It has OpenOffice.org embedded. Sironta is not an on-line application and its main functionalities are: <ul style="list-style-type: none"> <li>· Sharing files,</li> <li>· Work collaboratively,</li> <li>· Possibility of editing documents off-line,</li> <li>· Works with files of any type,</li> <li>· No network congestion.</li> </ul> Sironta can be used on different platforms such as: Windows, Mac OS X, and Linux.
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	7.g. Sironta.

<b>Name of the tool</b>	<b>SVEA Collaborative Environment</b>
<b>Key words</b>	Technological platform, P2P, collaboration, collaborative environment, DRUPAL, OSS, Open Source.
<b>When to use it</b>	DE participatory service development, Deployment and training.
<b>Authors</b>	CSP on behalf of the SVEA project consortium.
<b>Used/tested in DE-LAN good practice</b>	Yes.
<b>Reference for learning more</b>	<a href="http://www.svea-project.eu">www.svea-project.eu</a> , <a href="http://www.svea-project.eu/sveaplatform.html">www.svea-project.eu/sveaplatform.html</a>
<b>Brief description</b>	<p>SVEA project has developed an online platform offering custom web 2.0 tools for trainers and teachers, combined with both an online and a face to face training program to help the target group master these web 2.0 applications. The resulting platform has far wider impact and potential application than expected, larger than the education market: in fact, SVEA environment is flexible and customisable to non-training scope and to non-educational users.</p> <p>The SVEA platform offers different functionalities, which are designed to support the users in the overall management of their activities that can range from face-to-face to fully online. Main functionalities include:</p> <ul style="list-style-type: none"> <li>• A <b>Wiki</b> that allows the management and sharing of documents and attachments within a group. Different kinds of external resources (e.g. video, slides, audio etc...) can be easily embedded.</li> <li>• A <b>Case Tracker</b> that allows the user to assign "to do" lists and to create unlimited "projects" within each group. A case is a "task" that is assigned to one or more user. The case tracker also allows the user to classify the "to do" item, give it a priority, and manage its status.</li> <li>• A <b>Blog</b> that allows the user to have a conversation on a topic with the course team and with other users.</li> <li>• A <b>Calendar</b> that allows users to share events and meetings within a group. This functionality permits users to easily communicate key events such as the start and end dates of courses, exams, deadlines for submissions and so on.</li> </ul>

<b>Name of the tool</b>	<b>SVEA Collaborative Environment</b>
<b>Brief description cont/.</b>	<ul style="list-style-type: none"> <li>· A <b>Shoutbox</b>, a <b>microblogging</b> service that allows users to share short messages, links, and information within a group.</li> <li>· A <b>Bookmark</b> system that allows the user to collect and share external links.</li> <li>· A <b>My List</b> which is a simple “to do” list that every user can use in order to define, for example, which task or exercise he will perform first.</li> <li>· A <b>Document</b> repository that allows saving documents in different formats and navigating through a personalised file repository and assigning access permission to other users. Users can create their own folders and share documents with specific users.</li> <li>· A <b>Private messaging system</b> that allows group members to send direct messages to another group member.</li> </ul>
<b>Level of complexity</b>	High.
<b>Reference to the Annex</b>	7.h. SVEA Collaborative Environment.

## 8. Deployment and Training

Deployment and training activities are strongly related to the solutions and plans a Region selects. Therefore, there are no specific tools for this step.

### 3.9 Monitoring and evaluation

<b>Name of the tool</b>	<b>Balance Scorecard Metrics for Regional Catalyst Self-evaluation</b>
<b>Key words</b>	Regional catalyst, evaluation.
<b>When to use it</b>	Monitoring and evaluation.
<b>Authors</b>	Neil Rathbone - DBE project.
<b>Used/tested in DE-LAN good practice</b>	No.
<b>Reference for learning more</b>	Rasanene and Rissanen, 2005 available through <a href="http://files.opaals.eu/DBE/deliverables/">http://files.opaals.eu/DBE/deliverables/</a> Select the deliverable D31.5 Del_31.5_DBE_Analysis_and_specification_of_Regional_Catalysts_2nd_edition.pdf (see chapter 4).
<b>Brief description</b>	<p>This tool aims at supporting Regional Catalysts (RC) to self-evaluate their performance and plan corrective actions if needed. For the manager of DE implementation, it is also a way to understand if - aside from the regional catalyst performing the balance scorecard – other stakeholders are needed in order to improve the level of success of DE introduction.</p> <p>Balanced scorecard is a strategic management tool. It seeks to make objective and quantitative measures using four headings or ‘perspectives’ in order to provide a comprehensive and balanced view of an organisation that is able to usefully inform management. In the case of the DE, the following four perspectives can be used:</p> <ul style="list-style-type: none"> <li>• Financial,</li> <li>• User,</li> <li>• Business process,</li> <li>• Development.</li> </ul> <p>“It is important to understand that balance scorecard is a strategic management technique that should help the RC itself, as well as the DE Project Management to improve the chances of achieving success. The idea is not to ‘test’ RCs, but to investigate, especially over the course of time, how the different characteristics of each RC influence the role and the success of achieving DE objectives” (Rathbone in Rasanene and Rissanen, 2005).</p>
<b>Level of complexity</b>	Low.
<b>Reference to the Annex</b>	9.a. Balance Scorecard Metrics for Regional Catalyst self-evaluation.

## Conclusions

This Toolkit is meant to be a useful instrument for regions interested in DE deployment. The tools described here will provide valid support to the reader in planning and deploying DEs in his/her territory; however, it is always necessary to adapt the DE Deployment Roadmap and its respective steps to local peculiarities and needs. Tools, therefore, are not prescriptive and can be adjusted according to specific needs. Some tools have been used, adjusted and tested in the DE-LAN pilots (See Regional Final Reports available on DE-LAN website).

In other documents produced by the DE-LAN project, such as the Summary Regional Report and the European Good Practice Guide, the reader will find information about the actual piloting of some of the tools reported here.

More information is also available on the project website [www.delanproject.eu/toolsguides](http://www.delanproject.eu/toolsguides)

## Annex – Tools

All the tools described in Chapter 3 can be found on the DE-LAN website by following <http://www.delanproject.eu/downloads/tools-guides/toolkit/> On the site, the reader will find access to all of the tools listed in the overall document. The individual tools have been listed numerically, matching the order in which they appear in this document. The reader can then select those that may be most helpful to him/her by choosing the relevant tool number as it appears in this document.



[View more Tools & Guides](#)

### Toolkit

The DE-LAN Toolkit contains a detailed explanation of the tools available and how these could be used to help implement digital collaborative working.

[Download Toolkit here](#)

### Toolkit Annex

All DE-LAN Tools are available to download by selecting the links below. These are organised in line with the steps in the DE-LAN Deployment Roadmap to which they mainly refer.

#### 1. Socio-economic Regional Analysis

[1.a. DBE Model](#)

[1.b. Regional DBE SWOT](#)

[1.c. Questionnaire for Territorial Maturity Grade \(Social Capital Dimension\)](#) [1.d. Questionnaire for Territorial Maturity Grade \(SMEs and ICT - Part A and C\)](#)

#### 2. Definition of Sectors and Communities of Users. Identification of Needs and Benefits

[2.a. Checklist for Concept Evaluation](#)

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