



**DIGITAL ECONOMY: POLICIES EXCHANGE AND DEVELOPMENT FOR SMES  
IST-1999-29035**

**THIRD POLICY GROUP MEETING  
BRUSSELS, 12<sup>TH</sup> OF JULY 2002**

**REPORT**  
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## ATTENDEE LIST

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Corinna SCHULZE	European Commission - DG INFOSO, C3
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Christian VAN ASBROECK	Martech International (Belgium)
Rosalie ZOBEL	Director, Directorate C, DG INFOSO

## DOCUMENTATION (CD - [WWW.DEEDS-IST.ORG](http://WWW.DEEDS-IST.ORG))

### INTRODUCTION TO THE MEETING

Patrizia Fariselli, Nomisma

*3<sup>rd</sup> Policy Group meeting* (ppt.file)

*The DEEDS Brainstorming* (ppt.file; report forthcoming)

### THEME AT FOCUS: IMPROVING THE QUALITY OF THE DIGITAL EXPERIENCE FOR SMES

Giuseppe Rao, Prime Minister's Office (Italy)

*Broadband: status – policies – issues in the EU* (ppt.file, paper forthcoming)

David Skyrme, Skyrme & associates (UK)

*Knowledge Management: approaches and policies* (ppt.file; paper forthcoming)

### DEEDS MAPPING

Patrizia Fariselli, Nomisma

*DEEDS Mapping Methodology* (ppt.file)

Olana Bojic, Nomisma

*DEEDS Mapping: Policies for Access to Knowledge* (ppt.file)

*Policy density by objectives* (word & excel files)

Julia Culver Hopper, Nomisma

*Policies for Access to Knowledge in the German Länder* (excel file)

### The DEEDS First Annual Report (pdf file)

## 1. INPUTS TO THE 3<sup>RD</sup> DEEDS POLICY GROUP

### 1.1 From the 2<sup>nd</sup> to the 3<sup>rd</sup> PG

After the 2<sup>nd</sup> PG meeting in Düsseldorf the project work has been oriented to give substance to meeting's conclusions, that is:

- DEEDS is to support and organise policy exchange on the policies to-be-done, basing on research work aiming at anticipating policy issues concerning the access of small businesses to the digital economy for the development of the knowledge economy in the EU
- The DEEDS methodology for policy mapping – based on the three dimensions of access - is to be further developed with dedicated mapping exercises, for assessing the blacks & whites in the current distribution of policies along the DEEDS grid
- Concerning the position of DEEDS vs. the EBPG (DG Enterprise – Benchmarking report) no competition is in place, as DEEDS works in a different and broader perspective. The EBPG looks at the digital divide between small and large enterprises and at the extension of e-business to the SMEs. DEEDS considers e-businesses as one of the relevant steps of the digital economy ladder for accessing the knowledge economy.

The work has focused on the grid layer *Access to Knowledge*, that represents the novelty introduced by DEEDS. Activities have been carried out along the following three tracks:

- organisation of a brainstorming meeting with a small group of experts on knowledge, small businesses, standards and ICTs
- policy mapping methodology & exercises, to re-locate national policies over the DEEDS grid. An exercise has been carried out for mapping policies for access to knowledge in the German Länder
- preparation of the 3<sup>rd</sup> PG meeting

### 1.2 DEEDS brainstorming

The idea of setting up a brainstorming meeting raised after the 2<sup>nd</sup> Policy Group meeting of DEEDS (Düsseldorf, December 4, 2001), in order to explore new policy areas where to drive policy assessment, and to identify new policy priorities for the next future. A small number of experts from different but contiguous disciplines have been invited to contribute to a preliminary free-style thinking exercise. They are:

<b>KNOWLEDGE</b>	<b>Hannu Vanharanta</b> , Pori School of Technology and Economics, Tampere University, (FI)
<b>SMEs</b>	<b>Christiane Hipp</b> , Vodafone Pilotentwicklung GmbH, München (G) <b>Howard D. Richards</b> , MAPS – Manufacturing and Project Services (UK)
<b>STANDARD</b>	<b>Jos Dumortier</b> , Interdisciplinary Centre for Law & Information Technology, K.U.Leuven (B)
<b>IT INDUSTRY</b>	<b>Daniel Piret</b> , Compaq (B)
<b>DEEDS</b>	<b>Patrizia Fariselli</b> , Nomisma (I) <b>Ian Culpin</b> , Christian van Asbroeck, Martech International (B)

The brainstorming meeting took place in Genval (B) on April 29-30, 2002.

The general topic of *policies for small businesses' access to the digital economy* is articulated in some major components (small business; ICT; standards; knowledge). The interplay between these components is not univocal, depending upon the components' definition and the analytical standpoint. Current policies for the access are heavily driven by a 'push to the ICT market' approach. While that is consistent with the objective of accessing and extending the ICT infrastructure – preliminary step to any further development of knowledge-based value-added activities – there is the risk of underestimating the complexity of the small business world, on the one hand, and the potential of knowledge creation and accumulation through the digital technologies, on the other.

The brainstorming meeting did not have a restricted topic to dig out, rather it aimed at delineating areas of concern, to be further developed with research and policy analysis in the next phases of the DEEDS project.

Key messages have emerged out of the discussion in the group, along the following four tracks:

4. *Current Context*
5. *The Drivers*
6. *The Policy Process*
7. *'New Content' to Policy Concept*

### 1.2.1 *Current context*

*Key words:*

*Entropy – Complexity*  
*The digital environment of the small businesses*

Most small companies live in a degree of “chaos” brought on by a multitude of external forces. In many cases the information society adds to the complexity of this without reducing the chaos levels. This could be summarised in the following issues:

- ? Solutions are unnecessarily complex and fragile in a non-expert environment
- ? Access to information is complicated and unreliable
- ? Networking with other organisations tends to suppress the “identity” of the SME

### 1.2.2 *The drivers*

*Key words:*

*use vs. buy*  
*end-to-end infrastructure*  
*what's behind the screen?*  
*digital content's quality*  
*multidimensional knowledge*  
*the added value per capital*

Two are the major drivers to attract the small businesses into the digital economy:

- a fast and easy-to-use digital end-to-end infrastructure
- the quality of the digital content

Moreover, content is not yet knowledge. What comes out of the screen is information that may become knowledge to the extent that it is linked or potentially linked to previous knowledge and to specific objectives the user is aware of. Access and usage of information for knowledge has an impact on the creation of value. ICT investment increases the capital productivity, but also influences the labour productivity to the extent that it enhances the knowledge resources. Therefore, the recommended orientation is to address the users, on the one hand, and to improve the usage, on the other. In other words, that means to take the objective *to improve the quality of the experience of the user* as the key policy objective.

### 1.2.3 *The policy process*

*Key words*

*Concept: problem formulation*  
*Project: policy integration*  
*Outcome: impact assessment*

Policies work sometimes as an additional component to chaos, for instance when there is overlapping of policy measures on the same issue, or lack of integration and co-ordination within and between policy programmes. Also, in the case of technological progress, there is normally a gap between the time scale of technology and the time scale of policy. Moreover, policies are driven by messages developed and disseminated by political and business lobbies, carrying out competing interests that are likely to set a gap between short term and long term interests of different social parties. Looking at the policy process from an analytical perspective, it can be methodologically framed into three layers: *concept – project – outcome*, that can be used for identifying the limits of the problem formulation, of current policy making, and the corresponding recommendations.

### 1.2.4 'New Content' to policy concept

- to reduce entropy in the business world
- improving the quality of the experience of the user
- preparing to work and to create value in a 2010 environment

## 1.3 DEEDS Mapping

The Deeds grid for policy assessment has been developed with the aim to face the limits of a policy approach for the access of small businesses to the digital economy which is mainly oriented to (force) the extension of e-business in the SME world. The reasons why the target of pushing SMEs towards e-business is criticised by Deeds have been explained in the previous 2<sup>nd</sup> PG meeting and input paper, but can be summarised as follows:

- The category 'SME' includes many different models that are associated with different requirements in terms of e-business
- The costs of adaptation to the current e-business stream may exceed the benefits
- Awareness policies may be inspired by motivations that are not perceived by the SMEs (or the large part of them) as sufficiently compelling, while, on the other hand, the – explicit or implicit - requirements of large part of the SMEs risk to be simply neglected
- The emphasis on best practices cases, or the so-called benchmarking reports reveal an over-investment in the 'bandwagon effect', although it is not certain to what extent it is real, effective, and pervasive.

The *Benchmarking report*<sup>1</sup> produced by DG Enterprise - EBPG within the 'go digital' initiative is actually an example of that 'goodwill' approach to overcome the 'digital divide' between small and large enterprises. The digital divide is ascribed to 'barriers' which have actually little to do with 'awareness', rather much to do with the perception of e-business as an amplifier of the SMEs' weaknesses –compared to the large organisations, instead of an amplifier of the SMEs' strengths.

Openly, it is presented as a report where "each of the policies ... tells a story" . The objectives of the report is to take lessons from stories for policy making oriented to:

- "to raise the awareness of SMEs of the potential for profitable opportunities in the digital economy , and to train them on how to make it real"
- "to help to establish support networks for SMEs, to ensure that good ideas and working business models are shared"
- "to help SMEs to take part in the digital economy ... promot(ing) Internet platforms for SMEs"

"In the benchmarking exercise four headings have been adopted for policies...

- e-business framework policies
- e-business awareness raising and training policies
- e-business support networks for SMEs
- helping SMEs to use Internet platforms

The **Deeds grid for policy assessment** is based upon the matrix crossing three layers of access with 6 policy areas providing most of the policy inputs referring to the access of small businesses to the digital economy.

	HR AWARENESS & TRAINING	TLC & ICT INFRA STRUCTURE	R&D	ENTERPRISE NETWORKS &	REGULATION & E-GOVERNMENT	TAX & FINANCIAL INCENTIVES
ACCESS TO DIGITAL INFRASTRUCT						
ACCESS TO NETWORKS						
ACCESS TO KNOWLEDGE						

<sup>1</sup> Downloadable from [www.deeds-ist.org](http://www.deeds-ist.org)

Policy for the access of small businesses to the digital economy have to be oriented to overcome all the three kinds of access, with the purpose of contributing to the generation of additional value/knowledge.

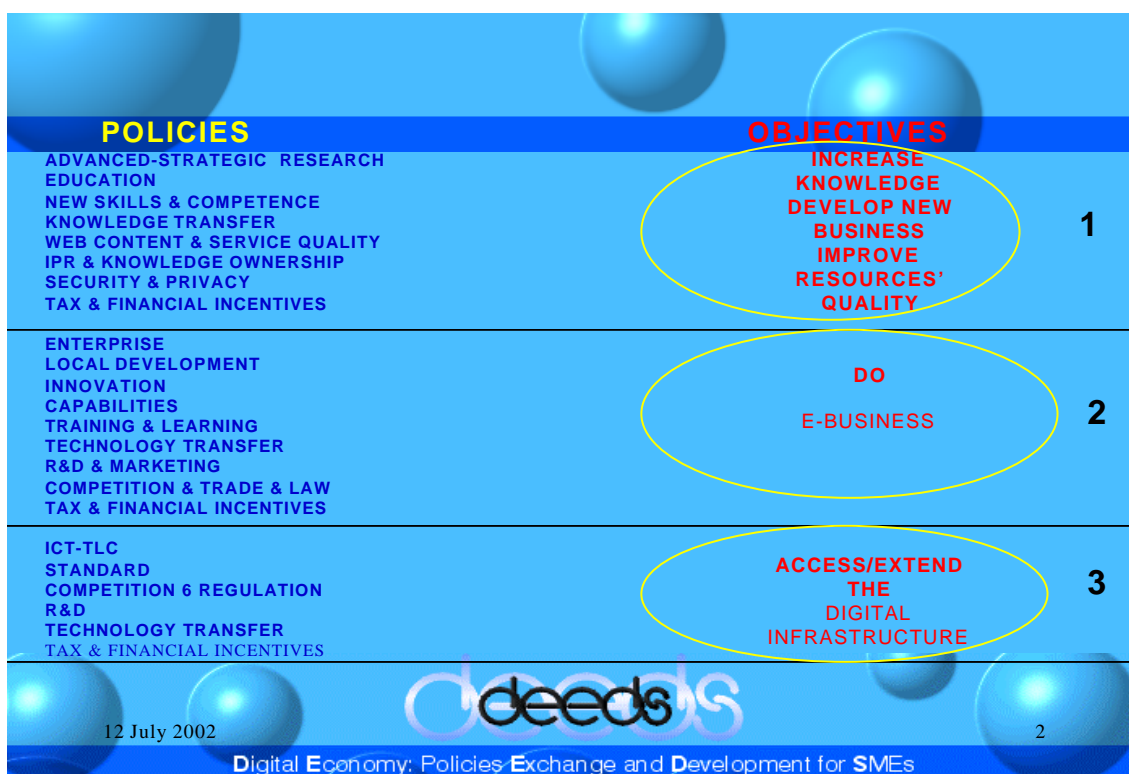
As a first application, in the 2<sup>nd</sup> PG meeting a policy mapping exercise has been produced by Deeds, using the grid for re-allocating the relevant national programmes and measures in Germany, Greece, and UK, as they are recorded in various documentation sources<sup>2</sup>. The exercise is currently updated by Nomisma, covering all the 15 member states of the EU using basic information available on the Internet.

However, the matrix can also be applied to assess the relevant national (and regional) policies on a thematic base. That allows to get a map of the policies, distributed according the layer of access which is directly or indirectly addressed. Nevertheless, it also includes the information regarding the 'national' policy orientations, as far as it shows 'who's doing what in which area of access'. It goes without saying that policies encompassed within the same programme or scheme may address multiple layers of access.

Such an approach adds value to the policy assessment, because comparison is not bounded to the stated objectives of the individual **policy programmes or measures** but takes into consideration the implications of these **objectives** in a broader perspective. In other words, the comparison of policies having as objective the adoption of e-business by the SMEs induces the identification of this objective as the only target to be achieved in order to exploit the potential of the digital economy, diverting the attention from other complementary objectives.

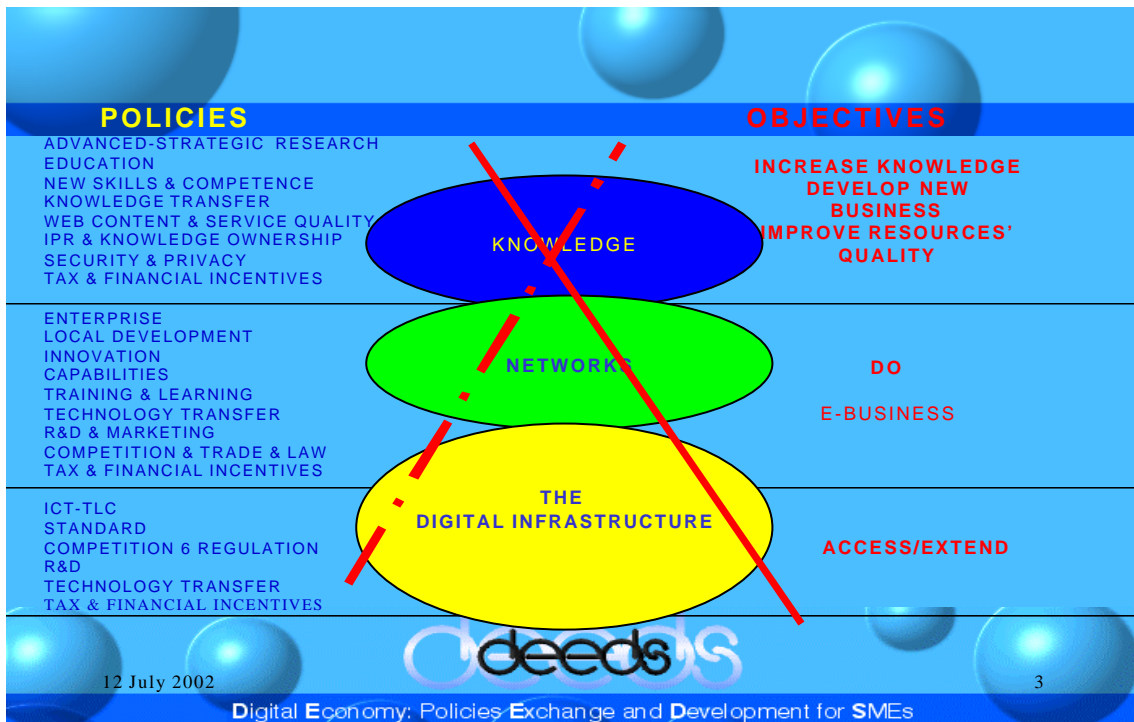
Here following is represented the DEEDS approach to policy assessment that is behind the DEEDS policy mapping. Policies are grouped according to 3 layers of objectives, which identify the three layers of access of DEEDS:

- **Access to Digital Infrastructure – corresponding to Objective 3**
- **Access to Networks – corresponding to Objective 2**
- **Access to Knowledge – corresponding to Objective 1**



<sup>2</sup> In [www.deeds-ist.org](http://www.deeds-ist.org)

Combining Policies – Objectives - Access we get the following Figure. Looking at the theme at focus in the 3<sup>rd</sup> PG we see that Broadband ( ? ? ? ) and Knowledge Management ( ? ? ? ) cross transversally the three layers of access.



The additional value introduced by DEEDS lays either in the taxonomy of **SMEs** and in a deeper specification of the Objectives.

As far as SMEs, besides the size criteria, other criteria are used to identify the different **typologies of firms** that are encompassed under the broad umbrella of 'SMEs'.

	FIRM	TYOLOGY
CRITERIA	ORGANISATION	non-enterprise; informal; formal;
	INDUSTRY	manufacturing; service
	SKILL	standard/specialised
	KNOWLEDGE	high/low intensive; codified/tacit
	CAPITAL	debit/credit; investment; shares
	INNOVATION	high/low; incremental/radical; creative/imitative; ....
	CONTROL	autonomous/satellite
	MARKET	local; national; international; global

Also, different **typologies of Networks of SMEs** can be identified according to different criteria, configuring different contexts to e-business applications.

Criteria refer to:

- Product
- Co-ordination
- Interaction
- Configuration
- Dynamics

CRITERIA	NETWORKS				
	PRODUCT	COORDIN	INTERACT	CONFIGUR	DYNAMICS
NETWORKS	SUBCONTRACTING	HIERARCHICAL	PRE-DEFINED ORDERS	PYRAMID	STABLE
	MODULAR ASSEMBLY	PEER-TO-PEER	COLLABORATION (FUNCTIONS)	<b>EXTENDED ENTERPRISE</b>	TEMPORARY
	TECHNOLOGY-BASED NETWORKS	MIXED	PARTECIPATION (COMPETENCE)	VIRTUAL ENTERPRISE	UNSTABLE
	COMPLEX PRODUCTS NETWORKS	FUZZY	MARKET (PRICE)	GROUPING	

Concerning Objectives' specification, **Objective 2** (DO e-BUSINESS) is articulated into the following sub-objectives, which identify the areas of change deriving from the introduction of e-business:

- **Network building**
- **Innovation (of products, processes, organisation)**
- **Capabilities**
- **B2B2C**

Also **Objective 1** is articulated in three sub-objectives:

- **Increase knowledge**
- **Develop new business**
- **Improve resources' quality**

Comparing the approaches to policy assessment of eEurope 2005 and of the EBPG (Benchmarking Report) with that of DEEDS we have the following matrix:

PROBLEM FORMULATION – POLICY FOCUS			
	EBPG-BENCH	EEUROPE 2005	DEEDS
SUBJECT	UNIVERSE SMEs	UNIVERSE SMEs	DIFFERENT SMEs
OBJECTIVES	POLICIES		
1. KNOWLEDGE			QUALITY & VALUE
2. DO EBUSINESS	E-B FRAMEWORK E-B AWARE & TRAIN E-B NETWORKS INTERNET PLATFORMS	'DYNAMIC' B-ENVIRONMENT	NETWORK BUILDING INNOVATION (PPO) CAPABILITIES B2B2C
3. DIG INFRASTR	BROADBAND		

12 July 2002

deeds

Digital Economy: Policies Exchange and Development for SMEs

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A tentative exercise of DEEDS mapping – looking at the EU national policies addressing (directly or indirectly) the Objectives 1 and 2 – is summarised in Annex1 – **Policy by objectives**. The same exercise has been carried out for the German Länder, see Annex2 – **Matrix Laender**.

## 2. THE POLICY THEME AT FOCUS: *IMPROVING THE QUALITY OF THE DIGITAL EXPERIENCE*

Taking inspiration from the brainstorming key messages, the 3<sup>rd</sup> PG meeting has been devoted to the theme Improving the Quality of the Digital Experience, which crosses transversally all the three layers of Access.

Two are the major questions raised by the theme:

- What is needed to improve the quality of the digital environment?
- What does add value to the digital experience?

The answers are complex, but to start addressing these questions, we have focused the 3<sup>rd</sup> PG meeting on two issues:

- Broadband
- Knowledge Management

Broadband is acknowledged as key objective in the current policy documents of the European Commission (see *eEurope 2005*<sup>3</sup>) and Knowledge Management is an area of research supported by the European Commission IST programme.

Two experts in these fields have been invited to contribute to the 3<sup>rd</sup> PG meeting, presenting broad overviews on the themes. The **Giuseppe Rao** (Prime Minister's Office, Italy) presentation on ***Broadband: status – policies – issues in the EU***, and the **David Skyrme** (Skyrme & associates, UK) on ***Knowledge Management: approaches and policies*** are here enclosed (respectively Annex 3, and Annex 4). The corresponding papers are forthcoming, and will be posted in the DEEDS web site ([www.deeds-ist.org](http://www.deeds-ist.org)).

Key issues have emerged from the experts' presentations, fuelling discussion within the PG :

### **2.1 Broadband**

- Definitions of broadband vary significantly across institutions and countries
- XDSL cannot technically guarantee access of everyone in the same area at the same time, as fibre optics does
- Plurality of public & private BB networks raise the issues of
  - unbundling
  - infrastructure sharing
  - interconnection
- there is growing awareness about the need of government involvement to cope with failures in the BB market to provide universal and integrated services, although the leading role of the private sector is generally acknowledged. However, while in the US there is huge investment of public money for expanding BB to rural areas, in the EU the use of Structural Funds for the same purpose is not fully accepted or implemented
- territorial institutions are going to play a primary role

### **Discussion**

- early discussion about the perception of the SMEs of BB as a non-priority issue, and about the optimal phasing between delivery of infrastructure & delivery of service has come to composition by stressing the need to consider three levels of users (citizens, business, government) and BB in a functional way (based on SME – infrastructure – sector requirements). As a matter of fact, to manage the organisation, the value chain, the network, BB is needed.
- that highlights 'service' as the key component of BB. The creation of new BB-based services could contribute to the generation of new economic value, either from the provider and the user viewpoint

<sup>3</sup> Commission of the European Communities, *eEurope 2005: an Information society for all*, Brussels, 28.5.2002, COM(2002) 263 final, downloadable from [www.deeds-ist.org](http://www.deeds-ist.org)

- Canada provides an interesting case of integrated policy making , as BB is the objective of multiple policies: direct financing, public demand for services, coordination of local infrastructure and resources
- concerning the chaotic way BB is getting extended now in Europe should not absorb all the policy energy: technology research has to be boosted, as technologies prevailing today could not necessarily be the optimal ones tomorrow
- the level of governance (European, national, local) is critical, because it is not clear whether the model of nets of locally ruled BB nets is the most efficient or simply the second best solution to interconnection in the EU. The case of Sweden (public virtual net – no service) is an interesting case. However, the specificity of the European integration model makes it difficult to apply policy models that are efficient and effective in national context (be it the big US, the large Canada, the small Sweden).

## **2.2 Knowledge Management**

- Over the last 20 years KM has evolved dramatically, moving from pioneering studies and applications to a widespread penetration across functions. The KM maturity curve has been climbing to the current status where KM is progressively integrated in 80% of large companies routines (but only 10% are experiencing the higher levels of maturity).
- KM is evolving along two knowledge cycles (the Innovation and the Sharing Cycles) whose organisation is supported by a number of techniques (over 100 have been identified) and technologies
- KM is so far mostly operated by large companies, while in small businesses it is often practiced, but not formally. That informality, however, often implies high degree of complexity and sophisticated decision-making
- In small businesses KM is less ‘disseminating K to users’ and more ‘understanding their business in K terms’
- Small firms are given the opportunities coming from combinations of explicit K and surrounding services using tacit K
- As KM in SME is a relatively new topic. Policy should encourage further research to understand its unique characteristics

## **Discussion**

- KM as such – that is imprinted by the large organisations codified knowledge management – is not perceived as a problem by SMEs
- If the question is ‘what’s your relation to partners’ the perception is probably different
- The issues of what techniques, and for what unit (an individual SME or a local system of SME) is critical. What instead of formal/procedural techniques to access, create, manage K?
- The critical question is to consider separately the horn of **K** from the horn of **M**
- How to help SME to find K outside their borders?

## **3. CONCLUSIONS : DRAFTING POLICY PRIORITIES**

At this stage in the project life cycle some conclusions can be drawn out of the research work and the policy discussion that have been developed and processed so far within DEEDS.

The DEEDS Policy Group has greatly contributed to create and review the project's products and processes, and to set the balance between analysis and policy, rectifying either the bias towards the open sky of the ‘problem formulation’ activities, and the bias towards the narrow horizon of the policy bureaucracy.

At this moment in time the DEEDS methodological achievements and content acquisitions are sufficiently mature to be fixed on the board and be tentatively translated into a list of policy priorities for the next future. That would help setting a backbone to be further branched over the last phase of the project.

POLICIES FOR THE ACCESS OF SMALL BUSINESSES TO THE DIGITAL ECONOMY					
SUBJECTS	CURRENT POLICY FOCUS	POLICY TOOLS	DEEDS FOCUS	DEEDS TOOLS	POLICY PRIORITIES
POLICY	DESTRUCTURED OBJECTIVES	STATIC BENCHMARKING	<ul style="list-style-type: none"> <li>• INTELLIGENCE OF DRIVING FORCES</li> <li>• POLICY DESIGN &amp; ASSESSMENT ACROSS MULTILAYER OBJECTIVES</li> <li>• INTEGRATED VISION OF IMPACT</li> </ul>	<ul style="list-style-type: none"> <li>• DEEDS METHODOLOGY</li> <li>• POLICY MAPPING</li> </ul>	<ul style="list-style-type: none"> <li>• POLICY MONITORING</li> <li>• IMPACT ASSESSMENT</li> <li>• POLICY EVALUATION</li> </ul>
SME	'UNIVERSAL' SME	E-BUSINESS SUPPORT NETWORKS FOR SME	<ul style="list-style-type: none"> <li>• TYPOLOGIE OF SME &amp; NETWORKS</li> <li>• THE EUROPEAN ENTERPRISE SYSTEM</li> <li>• SINGLE MARKET</li> </ul>	SME & NETWORKS TAXONOMY	TARGETED POLICIES TO: <ul style="list-style-type: none"> <li>• MOVE FROM BUSINESS TO ENTERPRISE</li> <li>• UPGRADE EFFICIENCY IN MATURE MANUFACTURING &amp; SERVICES</li> <li>• PROMOTE KNOWLEDGE INTENSIVE SERVICES</li> </ul>
ACCESS	<ul style="list-style-type: none"> <li>• INTERNET PENETRATION</li> <li>• EXTENSION OF E-BUSINESS</li> </ul>	<ul style="list-style-type: none"> <li>• AWARENESS &amp; TRAINING</li> <li>• (BEST) CASES DISSEMINATION</li> </ul>	THREE LAYERS OF ACCESS: <ul style="list-style-type: none"> <li>• TO DIGITAL INFRASTRUCTURE</li> <li>• TO NETWORKS</li> <li>• TO KNOWLEDGE</li> </ul>	DEEDS METHODOLOGY POLICY / OBJECTIVES / ACCESS	<ul style="list-style-type: none"> <li>• MASSIVE E-LITERACY</li> <li>• BROADBAND</li> <li>• INTEROPERABILITY &amp; INTERCONNECTION</li> <li>• ACCESS FOR PRODUCERS &amp; ACCESS FOR CONSUMERS</li> <li>• ACCESS GOVERNANCE: INTEGRATION OF (LOCAL) DIGITAL NETWORKS</li> </ul>
DIGITAL ECONOMY	<ul style="list-style-type: none"> <li>• ICT CONSUMER PERSPECTIVE</li> <li>• ADOPTION OF / ADAPTATION TO E-BUSINESS MODELS (BANDWAGON EFFECT)</li> <li>• EFFICIENCY - DRIVEN</li> <li>• MARKET TECH - DRIVEN</li> </ul>	<ul style="list-style-type: none"> <li>• TAKE UP OF ECOMMERCE</li> <li>• AWARDS</li> <li>• E-GOVERNMENT</li> <li>• E-PROCUREMENT</li> <li>• PORTALS</li> </ul>	<ul style="list-style-type: none"> <li>• USER PERSPECTIVE</li> <li>• TAILORED DIGITAL ENVIRONMENTS</li> <li>• VALUE PER CAPITAL - DRIVEN</li> <li>• QUALITY OF THE DIGITAL EXPERIENCE</li> </ul>	THEMATIC RESEARCH (2001) <ul style="list-style-type: none"> <li>• SME &amp; B2B</li> <li>• NEW MODELS OF E-MRKTPLACES</li> <li>• COLLABORATIVE COMMERCE</li> </ul> THEMATIC RESEARCH (2003) <ul style="list-style-type: none"> <li>• ENTRY-EXIT BALANCE IN/OUT DIGITAL NETWORKS</li> </ul>	<ul style="list-style-type: none"> <li>• NETWORKING OF ENTERPRISES</li> <li>• FLEXIBLE ICT APPLICATIONS FOR E-BUSINESS</li> <li>• QUALITY ASSESSMENT OF ICT PRODUCTS &amp; SERVICES</li> <li>• INFORMATION MANAGEMENT &amp; INFORMATION QUALITY CHECK</li> </ul>
KNOWLEDGE ECONOMY	<ul style="list-style-type: none"> <li>• SKILLS</li> <li>• TECHNOLOGY TRANSFER</li> <li>• IPR -PATENTS</li> <li>• NTBF</li> <li>• INNOVATION IN MANAGEMENT</li> <li>• ADVANCED TECH RESEARCH</li> <li>• RESEARCH IN BIOTECH</li> <li>• AMBIENT TECHNOLOGIES</li> </ul>	<ul style="list-style-type: none"> <li>• TRAINING ICT SKILLS</li> <li>• INNOVATION CENTRES</li> <li>• INCUBATORS</li> <li>• BUSINESS ANGELS</li> <li>• CLUSTERS OF ADVANCED RESEARCH CENTRES</li> </ul>	<ul style="list-style-type: none"> <li>• VALUE (K) CREATION</li> <li>• COMPETENCE &amp; SKILLS</li> <li>• KNOWLEDGE TRANSFER &amp; SHARING</li> <li>• RESEARCH FOR AFFORDABLE ICT APPLICATIONS</li> <li>• OPEN STANDARDS &amp; SW</li> </ul>	THEMATIC RESEARCH (2002) <ul style="list-style-type: none"> <li>• BRAINSTORMING</li> <li>• WORKSHOPS ON KNOWLEDGE CREATION &amp; MANAGEMENT IN TYPOLOGIES OF SME &amp; NETWORKS (FORTHCOMING)</li> </ul>	<ul style="list-style-type: none"> <li>• WEB TECHNOLOGIES</li> <li>• CONTENT MANAGEMENT &amp; AGGREGATION</li> <li>• VALUE ADDED INFORMATION SERVICES (FACILITATED ACCESS TO)</li> </ul>

#### 4. DEEDS: NEXT STEPS

Concluding the 3<sup>rd</sup> meeting the Policy Group has stressed the validity of the **project objectives**

1. to produce 'thinking' and 'options' for policy making decisions
2. to focus on SMEs
3. to fuel dialogue with extra-EU countries-areas

The DEEDS project team is committed to keep on the research work to give solid ground to the 'options' to be identified, using either internal and external expertise, and to open the project to non EU-DEEDS participants in order to exchange and debate the project's results.

##### NEXT STEP

→ organisation of a workshop around October 2002 on *small businesses and knowledge*, gathering about 10-12 experts from the research world, to go deeper on the theme at focus in the 3<sup>rd</sup> PG and to collect inputs for discussion in the 4<sup>th</sup> PG meeting

→ organisation of a workshop in 2003 on *SMEs' entry-exit in/from digital networks*, in order to investigate the macro-economic impact of ebusiness-based networks, besides the microeconomic impact (efficiency gains, etc)

→ to organise a final event, where to present the DEEDS results and collect expertise and experience from within and outside the EU. The organisation of that event is planned to start on 2003

The policy mapping using the DEEDS methodology is also to be further developed. The policy documentation – as it is available in the Internet – has been structured and classified according to frames/objectives that are different from the DEEDS ones. However, the re-distribution of that information across the DEEDS grid is a delicate process, that would require:

- exhaustive collection of documentation
- check of its reliability
- deeper intelligence of the policy programmes/measures that are in focus, incl. their relative weight, status of implementation, etc.
- dis-aggregation of the policy programmes by objectives/layers of access

As the DEEDS role is to develop & test the methodology, and to produce **exercises** to demonstrate its validity and viability, that could be then exported for application by (other than deeds) policy makers in their policy context, the quality of the exercise has to prevail over its extension.

That requires the collaboration (provision of inputs & check of reliability & policy weight) of the PG as the collection is in progress, and should be tailored over the DEEDS PG.

##### NEXT STEPS

→ to focus the states (and in case regions) that are core & stable participants in DEEDS

→ to strengthen interaction with PG core members, in order to check the completeness of the 'temporary' mapping, and to get further inputs that are not emerging from the dedicated Internet sites

→ to produce a multi-layer mapping, from headlines down to incremental provision of documentation to be placed on the DEEDS Web site

The PG has then stressed the need to amplify the project's results and give the project **higher visibility**, in order either to disseminate the DEEDS messages to an extended audience, and to strengthen the DEEDS community. The PG participants have been offering to act as a bridge to the closer policy maker environments they are linked to.

##### NEXT STEPS

→ to enrich and make more lively the DEEDS Web site, able to provide effective communication and documentation services (incl. DEEDS policy mapping) to the restricted and to the wider DEEDS audience

→ to build up – with the support of the PG - the list of the dissemination basin, to be addressed with news from the project and targeted documentation

→ a DEEDS 'product' summarising the key achievements and messages of the project at this stage of its life cycle, in an effective communication style, possibly translated into the major EU languages