Strategic agenda - Digital Innovation & Growth

STING
KTHs skola Datavetenskap och Kommunikation
KTH Innovation
Hyper Island
Ayond AB

This agenda documents the findings of a project financed by Vinnova during winter and spring 2013-2014. The agenda presents an approach and a number of suggestions to further strengthen Sweden's position within the Internet and media technology area.

The agenda is based on the experience gained by members in the steering group and interviews, visits and numerous workshops. Many profiles and organizations have participated in the study and contributed with their time, experience and knowledge. Without the strong interest and commitment of our participants in the project this agenda could never have been written.

The agenda initiative has been carried out and written by a project team consisting of Pinar Metin, Thomas Arctaedius and Pär Hedberg. The authors wish to thank the participating experts, scholars and entrepreneurs for their involvement in interviews and workshops.

Stockholm May 31, 2014

Pinar Metin, Thomas Arctaedius and Pär Hedberg

Background

Internet and Media technology today means both big challenges and big possibilities for existing companies. It can strengthen existing organizations and company's competitive advance but it also means a challenge for company businesses, organization, culture, processes and competences.

One of Sweden's challenges is that established companies don't have the strength and competence to leverage on the possibilities of the new technologies, which means that Swedish companies are in danger of becoming less competitive on a global market. This can affect Swedish companies' possibilities negatively for growth and profitability.

At the same time the technology gives new possibilities for international expansion if we can develop new innovative growth companies that use the latest technology.

A third challenge for Sweden is that public organizations, governmental and local municipalities must become more cost effective, lean and resilient. This at the same time as demands from the public on democratic quality and easy access increases.

Based on these challenges and possibilities, the aim of this innovation agenda is to develop a cross-boundary, -disciplinary and deep collaboration between a number of successful companies and organizations with no previous experience in working together.

- How can we stimulate and accelerate innovation in the established companies to ensure continued international competitiveness through innovative use of new digital technology and ensure the right skill supply for these companies?

- How can we create even better conditions for the creation of many more new innovative international growth companies in Sweden, who build their business on the latest Internet and media technology, and that could be big business?

- How can we stimulate and accelerate the regeneration and efficiency of public sector organizations, in areas such as education and health sector, through the introduction of innovative new digital technologies, from both established companies but also from new innovation company for improved tax efficiency and to create new export opportunities?

Contents

1. WHY THIS AGENDA? HOW SHOULD IT BE USED?

Today many established companies do not employ the possibilities and potential that media and digital technology enables.

DING, Digital Innovation and Growth, aims to address the challenges and opportunities that today's Internet and media technology means for the established private companies, start-ups and public sector. It is an initiative focusing on cross-pollination between actors from the research, private and public sector. Through cross-disciplinary collaborations, Sweden can strengthen their position and competitive advantage. This agenda examines the needs of the Swedish market and possibility for a platform that supports new forms of cooperation between participating partners.

The new technology can strengthen existing organizations and business competitiveness, but at the same time it represents a challenge for business, organization, culture and ways of working and skills among employees.

Our ambition is to serve as a platform for improvement and innovative activities. We want to create an ecosystem for, those we choose to call, *Unusual Suspects*. Unusual Suspects refers to actors and collaboration forms between those whom seldom work together and come across resources provided by public forces such as Vinnova. Examples of such actors are MTG, Schibstedt, Spotify, SVT, H&M etc. There is a lot of underlying potential that may be unleashed, through collaboration and activities between these types of actors. There is an ambition to engage in activities within the field. The greatest problem seems to be what structure and form collaboration can take and where resources for realizing and supporting this break ground.

DING's agenda is to describe the need for an arena, a test bed for these particular actors in order to realize and evaluate improvement ideas across their own fields. This agenda will act as a stepping-stone for creating a platform that allows for cross-pollination in terms of discipline and collaboration in the digital and media technology field.

When talking to people in the field, many thoughts and perspectives as to where and why problems arise are expressed. The lack of relevant meeting and cooperation forms make it difficult to realize ideas that address pressing issues. Potential projects are stalled by administrative concerns. Also, KPIs and other measuring mechanisms that may differ between organizations and sectors make it difficult to derive easy and quick ways for collaboration and exchange.

The main problem areas seem to be the same across the field, however symptoms and perceived difficulties are different – based on specific arena, geography, type of actor, subject matter, technology, company maturity, experience etc.

The goal from the beginning of the project was to, as open-mindedly as possible; research where problems lie (as well as discover and bring ideas and actor together especially by those whom are sincerely interested in making a difference) - whether it is platform for collaboration or specific subject matters. Speaking to experts, reading reports and following current events has given us an eagle view of what we could achieve and benefit from. Over the course of the project we have come to the conclusion that there is a need for a collaboration platform focusing on new actors and cooperation forms. There is an explicit need for creating a sustainable process and frames for working together where ideas are realized quickly, without administrative hassle.

The problems and issues that are raised in this project are not necessarily the greatest in the field or the most pressing. There are other agendas addressing issues such as laws/regulations, procurement, competence, research focus etc. This agenda is a documentation and platform for the participants in this project – their vision, need and ambitions in terms of growth within the media tech and digital field.

We describe both challenges and possibilities for Sweden with today's Internet and media technology in mind. The suggestions are grouped in three areas - motivation (attitude proposals), tools (skills suggestions) and form/shape (collaboration proposals). With the agenda as a platform, the potential formation of a SIO consortium has been discussed. The partners in such a consortium would be organizations that normally do not work together, with focus on actors from the private sector.

Key arguments for this agenda:

Cooperation to strengthen global position and competitive advantage in media and Internet technology

Collaborative investment through cross-disciplinary partnerships in public, private and research sector

---

2. INTERNET AND MEDIA TECHNOLOGY

For the past fifteen to twenty years, information and communication technologies, particularly media and media technology, have gone through a period of transformational change, not the least as a result of the introduction of the Internet and the digitalization of media content and services[1]. Communicating with digital tools and consuming digital media content have become increasingly important for people in our society today - in people's everyday lives.

With a business perspective, the transformation of this industry sector has led to both closures and discontinuations of different companies, as well as opportunities for new innovations and start-ups. The general development is fast. Many of the media companies that started as small entrepreneurial start-ups a few years ago are today global multi-billion dollar companies. (One such example is Spotify, which started in 2006.)

Broadly speaking, media technology can be described as technologies and methods for supporting communication between people across distances in time and space. With the transformational change that is currently taking place, the need to understand the structural development and on-going processes within this area is one of the most urgent challenges in today's society both for people working in the media business and related industries, and for consumers trying to adapt to new technologies and services.

Only by understanding the current processes and transformational changes, there are possibilities to make use of the opportunities that occur and take advantage of new business propositions and innovative ideas that are created in the process.

The media industry is mainly controlled by three forces that affect the foundation of the business: 1) the demand from consumers and advertisers when it comes to content and advertising space. 2) The situation of competition from other companies and the structures of costs. 3) The international and national laws that affect technology, organization and work.

So far, we have seen that the media sector as a whole is expanding, but the economic pressure on each media company is at the same time increasing, and the ownership concentration is also increasing.

It is important to remember that the media consumption for different people today is extremely varied depending on what the household looks like. The time and money you spend on media content depend on your age, where you live, what your household looks like, what personal interests you have, how educated you are and how much money you have at your disposal[2].

---

[1] Hultén, O., Tjernström, S. and Melesko, S., 2010. Media Mergers and the Defence of Pluralism. Göteborg: Nordicom, University of Gothenburg.

[2] Hvitfelt, H. and Nygren, G., eds., 2008. På väg mot medievärlden 2020. Journalistik, teknik, marknad. Lund: Studentlitteratur.

CURRENT TRENDS AND FUTURE EXPECTATIONS

The current digitalization of content and of work methods is expected to continue and increase in the future. The dividing line between reader and writer has blurred, as well as the distinction between tweets, newspaper stories, blog posts, articles and books[3]. This trend is expected to continue as well.

Particularly when it comes to news consumption, we will see more mobile devices, more consumers that are always connected and synchronized; more personalized and individualized news, more sharing of content, more commuting and finally more time-pressed consumers[4].

The current transformational change in the media business depends on the development of new technology, and this process is closely connected to the transformation of the ICT society as a whole. Media companies are very much dependent on technology, but they are not really considered as innovative companies driving the technical development forward.

In the future, as well as today, the consumers will for each specific situation choose the technology that is the simplest, cheapest, fastest and most convenient. Consequently, within the business area of media technology there is an increasing need for new innovative ideas and smart solutions from people who are the best at being innovative and creative.

<div align="right">

Malin Picha Edwardsson

Media Technology and Interaction Design
KTH Royal Institute of Technology

</div>

INNOVATION AND ENTREPRENEURSHIP IN RELATION TO MEDIA TECHNOLOGY

Innovation occurs when we take a practice, discipline, technology or process that already exists, apply it differently to achieve and produce new value, effects, models and strategies.

Steven Johnson, author of *Where Good Ideas come from*, argues that Innovation is created through flexible and agile networks. Ideas are created in chaos – through the collision of unpredictable elements. As a force and initiative for growth, DING appreciates the need for a cross-disciplinary consortium with fairly uncommon actors as one mechanism to support innovation. Ideas are born from meetings and gatherings - when people speak about their realities and mistakes.

DING, for example, could through Vinnova create conditions for innovative ideas and activities to be raised, practically enforced and followed up.

However, we must appreciate the risks of pre-defining what problems to solve. Rather, we should focus on creating platforms for innovation to occur - provide tools through available resources such as capital, contacts, technology, competence support etc. An initial activity may be to overlook, evaluate and present improvements for existing support resources, platforms and funds.

---

[3] Schudson, M., 2011. The sociology of news. New York: Columbia University, W.W Norton & Company.

[4] Picha, M. and Pargman, D. 2014. "Explorative scenarios of emerging media trends". Submitted.

When looking for growth-stimulating activities in the Media and Digital technology field, we often find inspiration from the conditions and approach entrepreneurs have in their business strategies. Entrepreneurs as a group live under the same threats of flexible and changing climate as the media technology field. There exists a level of uncertainty whether you are a part of a large corporation or work in a start-up. Eric Ries, author of *Lean start-up*, explains that one has to be able to pivot under the changing market conditions and user demands in order to sustain a successful business – applicable for both entrepreneurs and media technology.

3. ACTIONS TO MEET NEEDS IDENTIFIED IN THIS AGENDA

DINGs primary focus is to make valuable and cross-disciplinary collaborations possible – by creating and discovering meeting areas, structures and forms. What makes DING unique is not the ideas that are raised but rather the forms and conditions in which they are found, addressed and executed.

It is important that ideas are possible to be realized quickly, pushing administrative lead-time to a minimum. A 'sense of urgency' should exist in all undertakings. Furthermore, it is important that we learn from every initiative and project making documentation, follow up and feedback important internal activities.

From interviews and workshops, almost 150 unique problems/issues as well as 160 ideas, goals and wishes have been expressed. These ideas have then been refined, discussed and filtered to a number of main areas of interest complemented with relevant activities. The filtering process highlights those ideas and issues that have been raised by the largest number of people and greatest diversity in background.
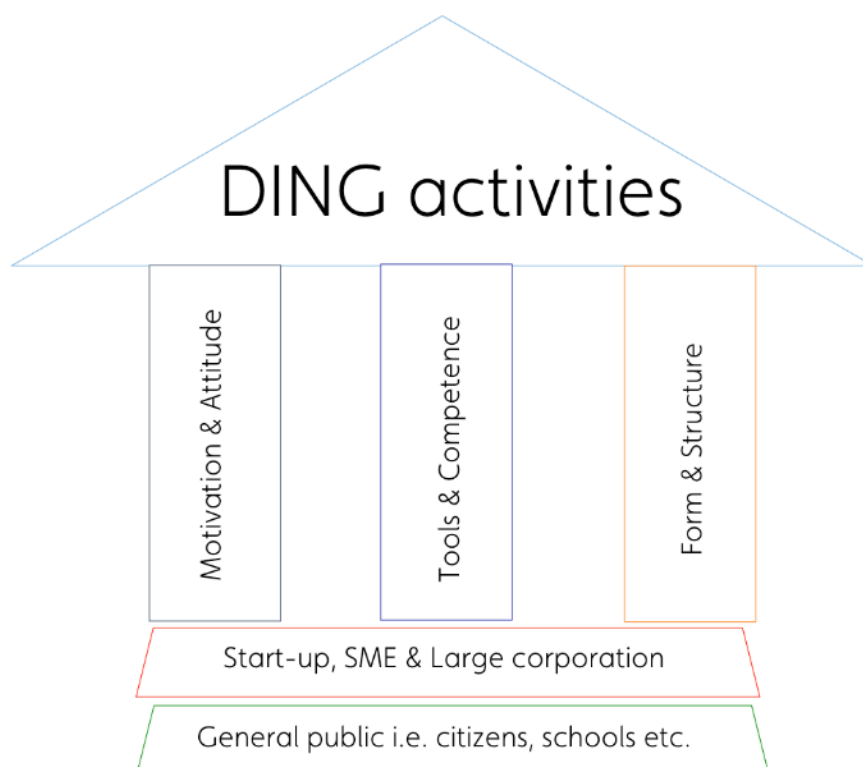
Demonstrating three pillars balancing the DING activities, targeting different business sizes and groups.

DINGs activities are based on three main pillars –providing partners with motivation, tools and (collaboration) forms to approach innovation and value adding activities. People must want to develop their business, know how; with what tools and through what channels to achieve growth whether it is in terms of their business or personal development.

The aim for all activities mentioned below is to create 'win-win' situations for all involved partners. Below are these three pillars described with ideas for specific projects that could be launched to address the challenges and opportunities.

MOTIVATION & ATTITUDE

During this process from September 2013 until now, a number of ideas have been expressed that reinforces motivation to engage in activities for digital growth.

IDEAS AND ACTIVITIES – MOTIVATION AND ATTITUDE

24 HOUR BUSINESS COMPETITION

Similar to the Swedish 'Melodifestival' and 'Stadskampen' with regional contests or any of the numerous cooking-shows on television, a competition consisting of digital ideas and innovations give a large audience access to the media technology ecosystem while more digital ideas come to the surface. It gives Sweden an opportunity to establish new 'super stars' and emphasize already existing ones such as Daniel Ek etc.

INNOVATION PART OF SWEDISH CULTURE

In order to make innovation and digital business common, we must be able to reach out to the general public in Sweden. Let's show that it is as common to work with digital tools and process, as it is to work within healthcare, childcare or any other common practice. By making the digital ecosystem more accessible to the general audience, we can bridge and meet existing knowledge gaps. Working with classical media channels such as television, newspapers, podcasts, blogs etc is one way of doing this.

INNOVATION CAMP

Making it possible for business leaders and employees to go to innovation camp, visiting other businesses similar and different to their own is an approach for gaining insight on what it really means to work with innovation, digital technology and processes. People must be able to draw inspiration from best practices, other examples and cases abroad and regionally.

RIT-AVDRAG/SUBSIDIES

If one hasn't the competence or knowledge to apply digital tools and support in their home, they should have the possibility to acquire that help. By creating subsidizers to 'IT help in the home', we may be able to motivate greater IT use in more Swedish households.

ROLE MODELS AND BEST PRACTICES

There are plenty of role models within the field acting as influencers and spark interest among those whom still have difficulties applying themselves in the digital era. Role models include specific profiles, companies and process forms.

For example, we could establish 'Gasellen' primarily for digital companies raising new strong profiles as positive examples.

INDEX FOR INNOVATION CAPACITY (NEW KPIS)

In order to move into the future and create the best pre-conditions for growth, we must also overlook How we measure value-adding activities and the term Innovation capacity. Many companies apply 'old' metrics when estimating the success of projects – metrics that seldom reflect the true effects in terms of success and growth potential. There is a need for newer parameters for measuring output in regards to reinvention, change and business potential. All sectors must be able to look at the effects with the same parameters in order to truly appreciate the outcome of projects.

INCITAMENT AND ROLE MODELS FOR OLDER GENERATION TO GO DIGITAL

As newer businesses are established, it is important to remember an older generation who is used to past tools and processes. How do we motivate this older generation to implement and think digitally? An idea is to sell iPads and other digital tools with pre-installed apps and software to a lower price as an encouragement to make use in their own business or life in general.

TOOLS & COMPETENCE

We must establish an innovation culture where learning and acquiring new knowledge is an on-going practice. In order to do so, not only motivation is needed but also relevant tools, competence and forms must be available.

The aim with the described activities is to create 'win-win'-situations for the involved actors – providing added value on a business and individual level as well as providing DING with insight in terms of documentation and information from activities.

People and businesses must have access to the relevant skills and tools in order to respond to changing demands, market and user behaviour.

IDEAS AND ACTIVITIES – TOOLS & COMPETENCE

RECAPTURING THE PC-REFORM IN SWEDEN

In the 90's the PC-reform - where computers were made less expensive for the general public - reinforced a great digital evolution.

A challenge that DING together with its partners could undertake is to research conditions that unleash a comparable reform supporting innovation and digital creation. What was the core in the PC-reform and how can we recreate the effects? We must support people's autonomous ability to create by providing them with tools, set of skills, opportunities and contacts to solve problems and meet personal and business needs.

COMPETENCE INVESTMENTS

To invest does not only refer to capital investment. It is equally, if not more, important to secure and spread knowledge and competence to those in need of it. Is it possible for DING to establish such collaboration & exchange forms for companies and individuals where focus lies in competence and not entirely on capital?

DIGITAL ARTS AND CRAFT

In the same way as arts and crafts is offered to school children today, it is as important to provide arts and crafts as a subject within the digital field. Learning and mastering digital technology has proven to be important in order for people to acquire new and other skills (not only in the digital and IT field); hence it is essential that we in the context of school offer students digital arts and crafts. An example is to have programming as a school subject.

It is important that the relevant skills are offered, not only school children but to anyone who

may need to acquire certain knowledge in order to build a business or understand the building blocks of digital businesses better.

Code week (codeweek.eu) is a type of 'arts and crafts'-initiative that provides an outlet for people to attain such skills by organising open events.
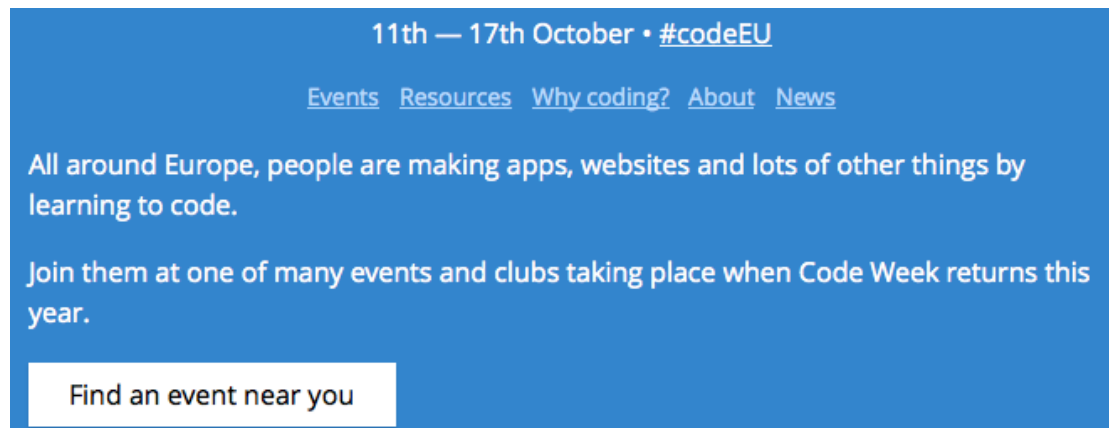
From www.codeweek.eu

CIR – CORPORATE INNOVATION RESPONSIBILITY

Similar to Corporate Social Responsibility, DING suggests developing – Corporate Innovation Responsibility for businesses. It is a standardised way of working with innovation on a daily basis - covering all aspects of one's business. Together with DINGs partners, an ambition is to describe how, why and through what mechanisms and processes innovation in IT and digital media is applied to a business.

GET YOUR BUSINESS ONLINE!

A syndrome for the inability to grow and acquire knowledge is often that businesses don't know what to learn, how and where to gain that knowledge. DING proposes support for small business in the form of focused knowledge and content packages that help them sell online and export. For example small businesses could benefit from e-commerce packages with information and tools for selling online. This could also create a foundation for a television program – spreading knowledge to more and larger audiences.

TURN YOUR BUSINESS DIGITAL – MOVING INTO THE DIGITAL ERA

In an effort to turn ones business digital, an incitement to do so could be to provide subsidised educational packages for entrepreneurs and management in SMEs.

Another idea for moving into the digital network is to incorporate existing and successful digital companies and profiles in ones steering group. DING suggests establishing a pool of 'digital profiles' as a mean and support system for companies when turning or strengthening their position in the IT and digital industry.

FORM & STRUCTURE

In order to support collaboration between businesses, we need a pre-defined structure that aims at different cooperation forms. Setting this formula will help us develop and work more focused on important issues that are raised.

An example of a successful initiative is the commission for grand collaboration for digital job that observed a disparity between the skills offered and demand in the field. In 2013 the commission established a cross-disciplinary multi-stakeholder partnership that aimed to – similar to that of DING – help and coordinate collaboration ventures between public and private actors, businesses and educational institutions. The commission's activities are of both short-term and long-term character – aiming to attract students to the ICT field and target unemployment. Similar to DINGs ambition, the coalition facilitates and holds events, workshops, meetings for businesses to share success stories and best practices.

Screenshot from http://ec.europa.eu/digital-agenda/en/grand-coalition-digital-jobs-0
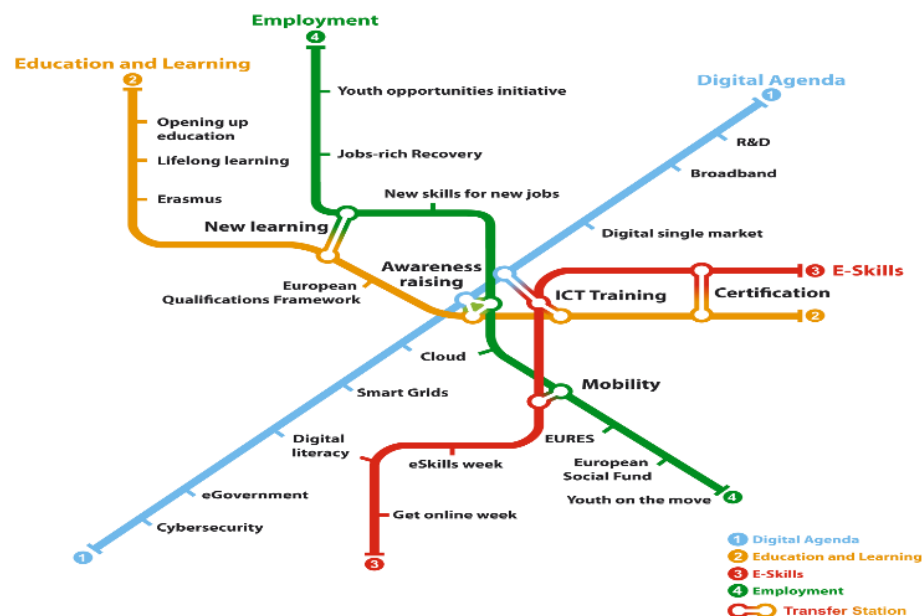
Visualization – key fields of interest with a matrix of areas, activities and skills marked as connected stations

IDEAS AND ACTIVITIES – FORM & STRUCTURE

PROCUREMENT FOR INNOVATION

There is a need for innovation procurement of digital services for small innovative businesses. Furthermore, we need to establish some form of stimulation for taking risks at a procurement level. For example, larger corporations should feel comfortable acquiring services from smaller start-ups.

INTERNSHIP

It should be possible for larger corporations to provide internships aiming at digital competence and practice. DING as a consortium should be able to finance and support the collaboration and exchange between companies in need of help and individuals in need of experience. DING could also gain much valuable insight by financing and supporting such an initiative – through documentation and close dialogue with involved partners.

NEW PLATFORMS & MEETING SPOTS!

There is a demand for developing more attractive, relevant and needs adapted meeting platforms such as SUP46, both in Stockholm and other regions in Sweden. There is a need for specific digital collaboration forums – a question to further investigate is where and how can

people and businesses meet and exchange ideas and experiences best?

ADDED VALUE FOR EVERY SIZED BUSINESS

INCREASE NUMBER OF GROWTH COMPANIES

There must be activities that target growth issues specifically – such an activity could consist of developing existing Fast Forwards programs. We could increase their volume in Stockholm and establish similar initiatives in other parts of Sweden.

Furthermore, a pre-condition to grow is to know the most common practical mistakes and problems that one could meet as a start-up. We need to document the most practical issues that start-ups face – record and make available for people to take part of through relevant channels.

ATTRACT INTERNATIONAL TALENT!

When discussing export and growth – it is important to also look at what we as a country can do to important talent. Is it possible to motivate talented researchers to come to Sweden? Can we attract start-ups to establish their digital companies here? How do we do this – through 'import-packages' aimed at researchers, specific theme conferences? Sweden and Stockholm should aim to become the Start-up Capital of Europe.

INCITAMENT PROGRAMS FOR SMES

There should be a program that supports digital start-ups wanting to export their services. By involving larger industry actors, we can help start-ups with contacts, input and credibility while growing.

OPEN LAB FOR LARGE ESTABLISHED COMPANIES

By the means of open labs and focused projects held at Hyper Island or KTH, large companies should be able provide start-ups, entrepreneurs and students with real problems/challenges that they face. The projects should aim to develop sustainable solutions that are delivered to the companies.

PACKAGING AND COMMUNICATION STRATEGY

How we package solutions and activities is as important as the activities themselves. We must reach out to the correct target groups through relevant channels. It is important to make information available for those whom aim at digitalising their business or establishing a business based on digital technology. There exist many solutions and activities today – it is thus important to develop a sustainable communication strategy for how we reach our target groups with available information and support resources.

DING Workshop method

3. What takes us forward?

2. What problems exist?

1. Goal & Ambition
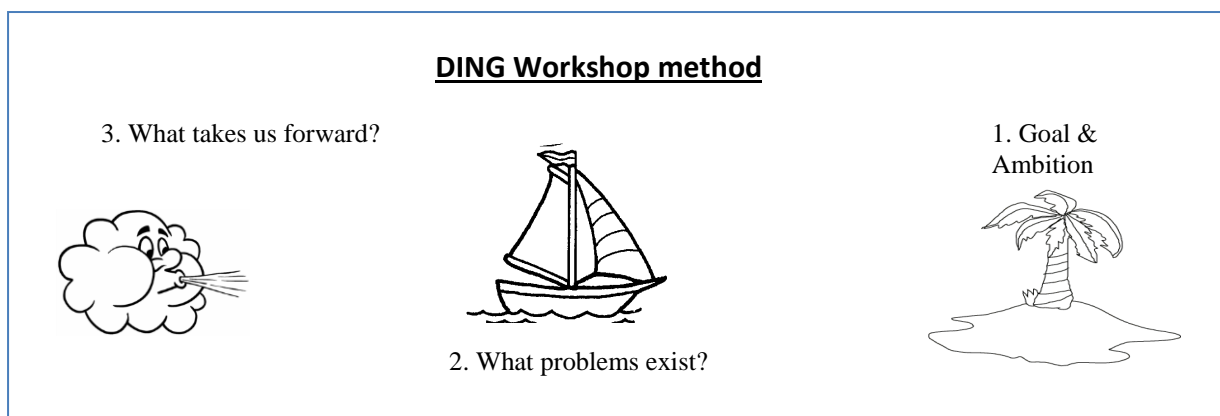
Workshop method inspired by Innovation games, creative problem solving and Future Workshop.

For this project, we created a unique workshop method based on the project's purpose and goal. It was inspired by existing techniques for brainstorming, creative problem solving and gathering ideas. The participants were asked to brainstorm and discuss How they wanted Sweden to look like in 2020, in terms of Digital and Media tech and innovation possibilities.

Some ideas were directly translatable into improvement activities ready for implementation today. Following this part of the workshop, the discussions turned to identifying the greatest obstacles in achieving these goals. Finally, we spoke about solutions and/or activities that can address these issues and allow them to reach their vision for 2020. It has been important to stimulate interest and engagement among participants, bringing them closer to our cause – we need to **find actors who can pass on a sustainable innovation culture in Sweden through available support resources and systems.**

Our vision of strengthening Sweden's position globally depends on our ability to involve participants in smaller and larger improvement activities and efforts. It is important that we have a design process that allows for collaboration and still supports competition within the field – it has to be flexible and dynamic with sensitivity to changes in the field's climate, market need or society in general.

5. A JOURNEY TOWARDS A DING-SIO

Our goal is to become a consortium that gathers involved, engaged and active profiles who are interested in addressing problems through actor-driven activities.

The ambition is to reuse available support resources to the largest possible extent. We believe that added Value will be created as actors' support and work together crossing fields, businesses and collaborating with both large and smaller partners.

Not everyone active in the field is open and makes use of new media. There are many, especially large businesses and public sector, who are reserved when it comes to the use of digital technology as a natural part of their business model. These actors need real and relatable role models as well as evidence through actual cases showing technology as an element in successful business endeavours within the media and digital field.

So, what makes good ideas and in our case use of technology to spread? We need examples of best practices and leaders speaking for technology use and collaboration.

These examples and role models must come from Sweden as well as from abroad. Furthermore, we must figure out How we communicate and market these profiles and their examples, to whom, and through what channels.

Successful Swedish companies - in terms of tech and digital integration in strategic activities - design their services or product according to the user and current market trends. When we refer to Spotify and Klarna as good examples, we suggest companies that succeed in capitalizing through the means of media and digital technology.

DING's ambition is to establish a dynamic platform with a dynamic constellation of actors. A challenge that we face is How we attract new actors to get involved and work with growth issues – in order to do this we must be able to explain the positive effects on an individual level and not only for the company.

There is a lot of innovation and growth fuel in Sweden - is all potential being put to use? How do we make sure that everyone with potential, ideas, problems, and business capital is offered an outlet? How do we guarantee that all resources for growth are communicated to the right actors through the right channels? We don't believe that there is an immediate need for new support funds – we should rather look at the platforms and funds at hand and make adjustments, reassemble and improve existing processes. We must approach change in a sustainable manner reusing available structures and frames. Furthermore, How do we secure standards for knowledge exchange, and how do we make sure that knowledge and talent stays in Sweden, even if individual people move to and from Sweden?

Let us also ask ourselves what needs and activities drive growth effectively – this is done by trial and error, in some extent – requiring test platforms even more. We must discover what this means in terms of technology, market needs, society and research.

We need to secure and build structure for knowledge exchange; collaboration, competence and information flow through cross-disciplinary initiatives, smart campaigns and tools. Mass media is an effective and channel to spread and establish ideas allowing us to target both the general public as well as smaller segments. Different tactics and strategies must be employed to reach appropriate target groups.

At the moment there are those who know what to use and look for in terms of information and

support. However, there are those who don't know what opportunities and possibilities are available – making our cause even more important.

It is important to discover what toolbox Sweden has. What are we experts on? What should we focus on in terms of an innovation and growth profile? What do we have to offer the rest of the world? Growth doesn't only involve export but also import of the best within respective area.

When looking ahead and considering applying for a SIO-program, DING as an initiative has:

- A network of established profiles
- A genuine interest for engaging in future activities
- A central consortium of cross-disciplinary profiles from the research, private and public sector
- List of innovative ideas and problem areas that could be addressed today.

FIRST CONSORTIUM

It has been important to lead this initiative together with partners whom hold a strong commercial and research position in the media and digital ecosystem in Sweden – finding support and inspiration from their collected experience, knowledge, research and contacts.

The initial steering group/consortium consists of CEO for STING (Stockholm Innovation and Growth), Head of KTH Media technology, Head of KTH Innovation and CEO for Hyper Island. Together they cover major areas in the field and hold an understanding of how the market has developed and why, it's current position and have the expertise to make qualified future predictions.

The development of the agenda has been open and inclusive – we've reached out to potential partners such as MTGx, Schibstedt, Google as well as smaller companies etc. Together, we've covered and discussed current and future challenges for the public, private and research sector.

The steering group has acted as an umbrella keeping the project together and on track. Furthermore, the project has a Project group that has been active in more practical issues and activities. The project group tested and evaluated the workshop-method and the first interviews were conducted with these individuals to land in both appropriate approach and content.

DING STEERING & PROJECT GROUP 2013-2014

- STING is one of Sweden's largest business incubators that focus on supporting entrepreneurs and innovators in building innovative growth companies within the ICT, media technology, Medtech and Cleantech fields. Since 2002, STING has been involved in the development of over 110 new Swedish innovative businesses - with over 700 employees, attracting 1.5 billion SEK in investment capital.

- KTH (Royal Institute of Technology), School of Computer Science and Communication, is one of Sweden's leading research and educational centers for information technology. Teaching ranges from theoretical computer science to practical skills such as programming. The research treats a range of applicable areas such as robotics, neuro informatics, visualization as well as speech and music communication. Research and

education also focuses on areas such as media technology, Human Computer Interaction, Interaction design and sustainable development.

- KTH Innovation is the largest organization with providing early counseling and support for successful student- and researcher-driven innovations aiming for commercialization. Internet- and media startups receive further support through the organization's Innovation office and student incubator.

- Hyper Island is a Swedish and global company that educates people and organizations – in school environment as well as through applied projects. They focus on digital communication, innovation, and leadership acting strategic partners to organizations. Hyper Island has educated over 2500 student in more than 40 countries and has approximately 60 employees based in New York, Manchester, Stockholm, Karlskrona and Singapore. Their clients range from Google, Unilever, Walmart, General Mills, Inter IKEA Systems, Kanal 5 to Aftonbladet.

Aoynd with Thomas Arctaedius and Pinar Metin have acted as external project leaders for developing the agenda

The following profiles are found in the steering and project group:

Project Group

o   KTH Innovation
- Donnie Lygonis
o   KTH/Royal institute of technology, Media Technology
- Mario Romero
- Malin Picha Edwardsson
o   Hyper Island
- Maria Distner
- Victoria Pussfält

From ayond and DING-project manager

- Pinar Metin, *Service Design Lead*

Steering Group

➢ Stockholm Innovation and Growth (STING)
  o   Pär Hedberg, CEO
➢ Hyper Island
  o   Johanna Frelin CEO
➢ KTH Royal Institute of Technology, Media technology and Interaction Design
  o   Jan Gulliksen, professor, Digital Champion of Sweden
➢ KTH Innovation
  o   Lisa Ericson, Head of Department
➢ Ayond
  o   Thomas Arctaedius, CEO

6. AGENDA PROCESS

WHO HAVE WE INTERVIEWED?

The work has been carried out using both semi-structured in-depth interviews, both in groups and individual, and workshops based on a number of workshop methodologies such as the Innovation Games "Speed boat", creative problem solving and the Future Workshop method. In addition, a pair of themed workshops has been conducted to deepen and broaden the analysis. Some 30 interviews have been executed in Stockholm, Luleå and Malmö.

It has from the very beginning of this project been an ambition to, as openly as possible, invite all relevant actors, organizations and profiles to workshops and interviews. It has been our goal to work in an inclusive process. We have come in contact with almost 200 persons, from CEOs for large corporations to single entrepreneurs and start-ups. It has been a conscious decision to approach certain actors more personally than others – these are the ones we refer to as 'the unusual suspects'. All though workshop and interviews have been open for all, we have put some extra effort in inviting this particular group – explaining the benefits and process of the project, and in an extension a SIO application.

Our hypothesis is that actors who want to make a change and are willing to invest energy and time in actively taking part in our discussions and dialogues will, given the opportunity, make a change. Rather than pre-defining problems and addressing these by approaching relevant actors, we allow them to define what problems to address and with whom, on their own conditions.

Our purpose has been to speak to people, representatives for companies and public organizations who are affected and affect the growth and development in the media technology and digital field in Sweden. We wanted to act as an ambassador and channel for their thoughts and perspectives.

It may seem unusual to refer to a specific group of interest as 'unusual suspects', but they are in many aspects unusual in the context of support institutions such as Vinnova and projects within the public sector. Example of such actors are Hyper Island, MTG, Schibstedt, H&M, Spotify etc. They live under their own rules and in a pace that is specific for the digital and media arena. This is a pace that is quick, flexible and responsive to changes in customer and market behaviour. It has been interesting to discover what potential this segment can unleash and what activities that may arise, as long as they are provided a platform to collaborate, test and realize ideas and projects. The most important key ingredient for success is their willingness to engage in this type of work – which they are motivated to involve and work together with other actors to strengthen their own position and Sweden's position in the field. Another perspective to keep in mind is that, all though some of these actors may not be 'unique' or unusual, their collaboration with other actors may be, bringing innovative and interesting ideas to the table.

SUSTAINABLE METHODOLOGY AND PROCESS - *REUSE AVAILABLE RESOURCES IN NEW WAYS*

One of the greater issues we have looked at during this process is How good ideas spread. We focus on using available resources for innovation as much as possible – How do we make sure that the 'right' people know what resources that are available for them? How can we reuse existing platforms, capital, and tools in new ways with what actors to create value? We believe there are many support mechanisms and forums that can be applied to unlock new potential. Through small changes and adjustments, we may be able to find new areas of use, target groups and constellations.

An important issue we want to investigate further is How we innovate, create and capitalize even more through the use of existing support systems. Sweden lies in top when it comes to innovation but this in mainly due to strong input (no patents, research spending ect.) not due to strong output in form of new commercial growth – we believe there is more potential and value to unleash, especially among relative anonymous actors who show innovation potential, provided the right platform.

How can we engage new and more and new actors to work with us and for this cause in a transparent way, especially those who are sensitive and used to competition? We believe that knowledge; leadership and attitude are three key factors that must be addressed. We must find ways to collaborate and work across borders in order to innovate more and discover new arenas, inspire and spread ideas to new fields and areas of use.

We must be able to invest in ideas without knowing the exact effect and result of each activity – act on a common goal in terms of output, effect and created value. It is important to remember that testing and failing provides us with as much information and knowledge on what doesn't work as succeeding, if not more.

During interviews, we were informed that Swedish entrepreneurs lack the relevant skills to market their products and services early in the product life cycle – providing this group with skills and platform for experimentation may unleash massive potential. Testing under structured forms allows quick feedback loops making it possible to do quick strategic adjustments – it is important to create such a platform for the digital market. We must motivate people to engage, providing stimulation, possibilities and ways to reach their consumers and users.

There are a number of initiatives, resources and competence increasing platforms available today – but those we have spoken to don't believe that these platforms reach out to those they are intended for. Why? Is it possible that resources are packaged in ways that make it difficult to grasp and understand, communicated in an ineffective manner?

We have made a conscious decision to focus our energy on the re-use of available resources when approaching problems and conducting improvement activities - looking at the possibilities, activities, and platforms that already exist. This attitude has coloured our process and also the plans for a future SIO process.

It has never been our intention to prescribe what issues that need to be addressed. Instead we have allowed people to explain what problems they are challenged with.

It is difficult to know exactly what the most pressing issues are and it is even more difficult to design an exact solution. DINGs role should be to provide a platform for persons with a strong will to change and influence and allow for dialogue.

We believe in establishing a dynamic, autonomous and sustainable platform through processes that do not depend on what issues that are pressing right now or what actors who are active or prominent at the moment.

Off course, there are conflicts that may arise with this process – certain actor's interests and ideas may seem premiered or realized because they are most active for example. It is important to evaluate and improve the process continuously, not settling in one process from the beginning. It is however also important to observe what positive effects that may occur through a SIO in this field and with this segment of actors, who seldom or never meet in other forms.

What is crucial is that we create a clear structure and frame for collaboration – pre-addressing issues that have made collaboration difficult in the past, such as legal and administrative matters.

FOCUS ON COLLABORATION

This report does not have an investigative purpose in terms of problem areas. Instead, we focus on exploring potential interest among actors, especially those we call 'unusual suspects'.

It is the people who will carry growth changing activities and the way in which competence and knowledge is passed along that is our focus, not individual improvement activities in themselves. These people will help in establishing a clearer Culture and Heritage for innovation within the Digital and Media tech area in Sweden.

Change and development is only achievable through the commitment of engaged and fearless individuals as well as the availability of infrastructure and support. The design process adds value to the cross-disciplinary field in order to meet future requirements for quick, flexible and needs-oriented solutions.

What we have read from other reports and observed from activities, is that the key problem areas in the field are ultimately consistent but the perceived symptoms change depending on what field one looks at and current matters.

One reason why we don't focus on explicit problem areas is because the exact issues that create problems are difficult to predict. It is easier to speak of problems in broader terms and more difficult to find its root cause, furthermore what we identify today as problems may not necessarily be the most pressing issues tomorrow. In order to solve problems, we must target specific areas and stop talking about the problems in general terms.

An important question to discuss is Where, How and When value is created? Only identifying problem areas will not lead to growth for Sweden, the important issue is to transform ideas into practice in a sustainable way.

The DING initiative has created a starting point – we have spurred interest among new actors who also see the importance of development, innovative thinking and cross-disciplinary collaborations. The problem so far is How and through What mechanisms we work and create value for improvement.

In the Digital & Media technology field the flow of relevant actors – who affect and are affected by change in the field - depends on the actor's sense of urgency in terms of ability to realize ideas quickly and interpreting market and customer need. Those who are able to do this are also those who affect the field the most– whether they start out as small start-ups or large organisations. In this field, large organisations and start-ups all live with the same challenges. Those who respond to user needs best and quickly are those who succeed and lead such as Spotify and Klarna.

In order to create a change and lasting effect, we need an ecosystem that facilitates conditions for change to happen and flourish. There is a need for a sustainable process that allows both short-term activities that go from idea to implementation quickly as well as long-term strategic activities. In order to secure positive long-term effect, we need both types of activities.

There is a difference between creating conditions for collaboration rather than researching problems that others should address. Our responsibility should lie in encouraging actors to express their perceived problems, create and act on solutions on their own through necessary collaboration – this involves making sure that they have the relevant technology, information, support, contacts, cases and role models to do so.

When discussing growth and strength for the country as a whole, it is also important to remember that the field is affected by the attitude, insight and relationship the general public has to the field and innovation as a mechanism for growth. This affects start-ups, SMEs, large corporation and the research sector.

It is important that everyone feels that the initiative and the process bring a 'win-win'-effect. By engaging in activities within DING, the private sector should experience growth in their own 'portfolio', research field should gain insight and reach into the private sector and public sector strengthen its carrying role – resulting in a stronger position within the field for Sweden. The overall ambition is for these actors to apply, act on and make strategic decisions through the possibilities digital media entails.

In order to get in contact with as many relevant people as possible, we made a road-trip from Malmö to Luleå – inviting people from the public, private and research sector. We aimed to include a broad range of ages, experiences, genders and fields. Invitations were sent for both participating in interviews and workshops. We approached a number of people, companies and universities – whom in their turn were welcome to invite even more actors to participate and join.

7. KEY QUESTIONS DURING THE AGENDA PROCESS

"Our ambition is to create conditions for international competitive strength and sustainable solutions and activities targeting global challenges"

- How do we create better conditions for business growth for small companies/start ups, so they have the opportunity to become international export companies such as Spotify and Klarna?

- How do we secure continued competitive advantage for established corporations and guarantee relevant flow of competence to them?

- How do we stimulate and accelerate renewal as well as efficiency in public sector? How and through what mechanisms can we introduce and implement the use of new digital technology – provided by established and new innovative companies - with purpose to increase tax efficiency and create new export possibilities?

- How do we find sustainable collaboration forms between the research field, public and private sector? How should these consortiums be put together and through what activities do we implement them?

We need to define a common goal of what we want this innovation area to look like in order to support growth and competitive advantage on a global scale.

True innovation is unleashed when we discover areas that actors feel are common ground. In a field that is defined by its flexible and dynamic character, we must find ways to make collaboration possible. We shouldn't exclude anyone but rather push boundaries to discover new solutions and new constellation forms.

We agree that growth does not happen overnight or by addressing one single problem or segment in society. Let us focus on which activities that are relevant right now and who should carry them out.

8. INSPIRATION FROM OTHER EFFORTS AND REPORTS

The general problems that create obstacles for innovation range from legal issues to the field's inability to identify the correct user needs as well as act on them in time. The field in itself is extremely sensitive to change, hence actors need to be equally sensitive and have the ability to shift focus as demand changes – this involves everything from the strategic plan, use of technology, communication channels, platforms etc.

Major areas that create problems - identified by us as well as other agendas and reports - in terms of innovation and growth are:

- Procurement – skills and knowledge
- Access to the Digital market
- Access to Capital and support funds (& investors)
- Access to Content & culture
- Competence and knowledge exchange
- Openness, interoperability, standards and collaboration
- Infrastructure, technology and security
- Research
- Business models

When we discuss problems, we also need to consider whether there actually is a lack of available capital and competence, or if the capital and competence doesn't reach actors whom are in need of it. The solution to this is to overlook how available resources and support systems are communicated to its target groups.

There is much inspiration to be gained from platforms and happenings in other countries as well. Israel, Berlin, London, USA, Japan & South Korea have all established unique ecosystems for innovation in the digital industry. Platforms and structures are adapted to the climate, need, trends and on-going activities in each part with clearly formulated goals to achieve. It is however also important to drive inspiration from areas that have less resources and make use of available infrastructure - is it possible for us to derive inspiration and influence by the 'mobile-first'-approach that exists in certain parts of Africa? How can this approach affect our design process and results? We have the technology and infrastructure for broadband, but does that mean that we should or have to use it when addressing all our digital concerns?

9. APPENDIX 1: PARTICIPANTS IN INTERVIEWS AND WORKSHOPS

Active Participants Interviews & Workshops		
Name	Organization	Workshop/Interview
Pär Hedberg	STING	Workshop/Interview
Donnie Lygonis	KTH Innovation	Workshop/Interview
Mario Romero	KTH Medieteknik	Workshop/Interview
Björn Thuresson	KTH Medieteknik	Workshop/Interview
Jessica Andersson	MTGx	Workshop
Maria Distner	Hyper Island	Workshop/Interview
Malin Picha Edwardsson	KTH Medieteknik	Workshop/Interview
Halvard Kristansen	Schibsted	Workshop
Anette Novak	Interactive Institute	Workshop
Helena Wiedling Fernandes	Cluster 55	Workshop
Martin Walfisz	Planeto	Workshop
Sara Leckner	MAH	Workshop
Fredrik Karlsson	Vinter Reklambyrå	Workshop
Glenn Wikman	Explizit	Workshop
Johan Bengtssion	Internit	Workshop
Kjell Olsson	InternetBay	Workshop
Kåre Synnes	LTU	Workshop
Michael Nilsson	CDT	Workshop
Peter Parnes	LTU	Workshop
Alexandra Tsampikakis	Student ambassador IT branschrådet	Workshop
Torbjörn	Stockholm stad	Interview
Marie-Louise Lövgren	VentureCup	Interview
Anna Oscarsson	Kaospilot	Interview
David Mothander	Google	Interview
Torbjörn Svanteson	Google	Interview
Gustav Radell	Google	Interview
Kristina Möller	Media expert	Interview/Workshop
Rickard Steiber	MTGx	Interview
Pär Nygårds	Almega	Interview
Niklas Seren	.Se-stiftelsen	Interview
Pernilla Rydmark	.Se-stiftelsen	Interview
Jan Gulliksen	Swedish Digital Champion/ KTH Medieteknik och Interaktionsdesign	Interview
Lisa Ericson	KTH Innovation	Workshop/Interview
Kurdi Rad	business developer Bonnier	Workshop
Petra Sundström	ayond	Workshop
Håkan Alfon	Entrepreneur	Workshop

Also, more than 200 people have been contacted thus far in regards to the project's past and potential future activities – information as well as open invitations to participate and influence has been sent out.

STOCKHOLM

WORKSHOPS 12TH OF SEPTEMBER AND 21ST OF NOVEMBER AT KTH 2013

Workshop 12th September – groups of defined problem areas

Workshop 12th September – vision and dream scenarios

Documentation from Workshop, 21st of November

Målbild   *"Alla kan bli entreprenör"*

Samhällsbyggande roll & insatser
- Engagerar alla åldrar, hela landet etc.
- Sociala medier som förstärker demokratin utan att bygga upp näthat mm
- Större medborgarinflytande ex eGov, openGov
- Fria och demokratiska medier
- 'The Swedish model' bygger Stockholms start-up scene
- Riktning statistik/VC förskjuts

Utbildning
- Internet- & medieteknik postgymnasiala utbildningar
- Mer & bättre IT/Media I grundskolan
- 'Kunskapscentrum är Här!'
- Programmering ingår I läroplanen
- Vi ska säga att 'det var Skolreformen som gjorde det!!'

Mötesplatser
- Bibliotek ska ersättas av Internet-utvecklingsplatser
- SUP46 är vårt I hela världen
- Mötesplatser som överbryggar geografier, generationer etc.

Trygghet & Säkerhet
- Miljömässig hållbarhet är default I samhället (& industrin)
- Sverige utvecklar morgondagens Web-säkerhet
- Stark och levande integritets- & etikdebatt – quantified self
- Medier som har stort förtroende bland konsumenterna

Ett medielandskap som både innehåller små, medelstora och stora företag I en bra blandning

(Infra)struktur
- Attraktivt att placera sitt startup här
- Smart cities grid – börja på IoT
- Consumer-producer perspektiv genomsyrar

Ekonomi & Finans
- Bättre 'verkningsgrad' på offentligt innovationsstöd
- Oberoende nyhetskanaler går med vinst igen
- Rekordmånga int, VC-investeringar i svenska startups
- 'Swedish media houses lead the way to corporate venturing
- Starkare grundfinansiering av innovationsforskning
- Nya styrmekansimer, KPIer som stöttar i rätt riktning
- Medieföretag som hittar hållbara ek. lösningar
- Sveriges största export är Digital-kunskap

Metodik & processer
- Öppen innovation på väg mot standard
- Löpsedel: "What's the secret to scandinavian startup success?"
- Omvärlden säger: 'Innovationen är konstant inom alla områden. Man kan bara addera innehåll i den svenska innovationsprocessen så händer det något!'
- 'It's not about big beating small but fast beating slow
- 'Shaping the media of tomorrow today'

Problembild

Flykt vs Export
Det är svårt att värdera värdet på kunskap

Vi lider av ålderdomlig syn på vad export innebär för Sverige och har en rädsla för 'flykt' av svenska tillväxtföretag.

Definitionen av 'export' är felaktig, felaktiga KPIer

Förändringsinsikt
Bristande förståelse och kunskap ger låsningar
Hantera information/möjligheter/prioritera/välja
Sitter fast i egna 'lyckanden' –disruptive transformation
Inkompetens/okunskap kring ICT, oförmåga att förstå skeenden.
Den digitala utvecklingen går så snabbt att många företag & konsumenter inte hänger med
Det kommer aldrig gå så långsamt som nu – Hur hänger vi med?

Inställning
Rädsla för okända & förändring
Måste våga misslyckas
Attityd & Kultur
Måste våga släppa ankaret
Integritetsdebatt

*Lagstiftarna halkar efter
De är för långt bort från verkligheten
Lagar och regelverk – politiker förstår inte*

(Infra)struktur – locaton, location, location?
- Vi behöver bostäder/ coworking spaces
- Bostäder i Stockholm är dyra

Samarbete
Intern konkurrens försvagar
Konkurrens-silos
Splittrade forskningsmiljöer

Utbildning
IT-kompetens (system/innehåll) för låg i skolan
Skolan är byggd för industrialismen
Tillvarata internationell kompetens, studenter etc.
Framtidens språk som fokus i skolan ex. upprepa musikundret/instrument
Rätt/tillräcklig kompetens
Skolan är rädd för förändring

Mångfald
Vi har ökande klyftor i samhället – vi missar gömd kapacitet & potential som finns.
Generationsklyftor
Samhället har en 'mental divide' mellan de som hänger med i den digitala utvecklingen och de som inte gör det

Business
Vi är i början av en affärsutveckling – vi är ovana.
Många medieföretag har inte hittat bra sätt att tjäna pengar
Vi har inte bra affär/finansmodeller

Framåt

Fira framgångarna!
Lyft fram bra case

Identifiera Sveriges styrkor & jobba utefter dem – äganderätt till universitets innovationer
- Identifiera vad vi är bra på och bygga vidare på 'svenska modellen'

Medierna guidar & folkbildar

Inför nya "friskvårdsbidraget" – innovationsbidrag 10% av arbetstiden

Reformera pensionssystem/ socialförsäkringssystem – utveckla säkerhetsnätet

Högskoleutbildningar anpassade för framtidens arbetsmarknad

Ekonomiska styrmedel som främjar vågade satsningar

Inför dataslöjd i skolan

Inför Presentationsteknik & marknadskunskap i skolan

Upplysning i utbildning

Undervisa programmering, tech.möjligheter, metodik

"Hemdatorn version 2014" – statligt stött

Skolutbildning i tiden – barn lär sig rätt saker

Forskning som stöttar utvecklingen framåt

Mediaföretag med framtidstro

Ledare ska inte uppmuntra jantelagen

En ny IT-media utbildning

Skattelättnader för investeringar i accelatorer

ALLA SKA MED!

Engagera medborgare

Kraftig utbildningsinsats av:
- Politiker
- Företagsledning
- Opinionsbildare

Lagstiftning som förenklar

Slå ihop KTH/KI/SU

Se inställningar ur generationsperspektiv

VÅGA VINN!

Stark grund-finansiering till innovationsforskning

Börja med

1. Lagar & regler (inför incitament både till företag och medborgare ex. Skattelättnader & RIT-avdrag)
   Gör innovation/entreprenörsskap folkligt:
2. Bredda medborgarnas förståelse ex genom Venture Cup gala
3. Hitta profiler inom ex
   Landsbygden, ålderskategorier, utbildningsnivåer

WORKSHOP AT KTH MEDIETEKNIK 13TH OF MARCH 2014

In 2014 the workshop method was developed with focus on defining and formulating even more specific ideas in regards to improvement activities.

1. Bestämma tema

12 röster

CIR – Corporate Innovation Responsibility
CIR syftar till att skapa ramar/standard för företag att arbeta med innovation i sin dagliga verksamhet. På samma sätt som det idag existerar Corporate Social Responsibility, finns det behov att finna en gemensam bild av vad innovationskraft innebär som en del i en företagskultur.

10 röster

Turning your business digital!
Skapa subventionerade verktygspaket för management i medelstora företag som vill flytta sig och sin affär i den digitala världen.

Kompetens & verktyg till småföretag - Get your business online!
Paketerade erbjudanden med kunskapsinne-håll och support för att få många småföretag att sälja online och exportera sin affär.

2 röster

Attract international talent!
Attrahera internationella startups att påbörja sitt digitala bolagsbygge i Sverige – vilka är våra bästa förutsättningar att stötta dem? Skapa ett attraktivt erbjudande som gör att de söker sig till accelerator-program som finns runt om i Sverige. Skapa ett 'Stockholm - Startup Capital of Europe.'

0 röster

'New' structures and plattforms !
Utveckla fler attraktiva, relevanta och behovsanpassade mötesplatser likt SUP46 (sup46.com) både i Stockholm och i andra orter.

Sammanfattning- rubriker

Organisation & samverkan
Skapa, anpassa och öppna organisation efter behov

1. VAD/VARFÖR?

Kunskap & Motivation
Motivera och initiera förändring

Processer/Metod
Etablera processer, metoder och verktyg för ökad innovationskraft

Varför?
Identifiera nischer för innovation

2. FÖR VEM?

Förstudie/Analys

Vilka ska vara med?

Var Börja?

Vad Göra?

Hur/Kommunicera med hänsyn till?

Tänka på/ Akta sig för?

Förstudie

Vilka

Kommunicera Goda/dåliga exempel

START

Flaskhalsar

3. ÅTGÄRDER?

Kommunikations-kanaler

CIR – (Corporate) Innovation Responsibility

Organisation & samverkan
Skapa, anpassa och öppna organisation efter behov
- Gärna en möjlighet att koppla ihop olika företag med varamdra, så att de kan stötta varandra inom projektet
- Samverkan företag
- Collaborative/collective Enterprising > organsiation on demand!
- Mötesplatser för forskare, industri, entreprenörer
- En innovationsansvarig på företaget
- Flexibla organisationer – hur funkar det?

Processer/Metod
Etablera processer, metoder och verktyg för ökad innovationskraft
- Viktigt att projektet håller på under en längre tid, så att företag får löpande stöd samt återkoppling på sina idéer
- Mätverktyg för inkomna kontra genomförda idéer och deras genomslagskraft
- Ramverk/arbetsverktyg för innovationsarbete (mallar)
- Uppföljning via index som ingår i processen
- Skapa struktur för insamling & förvaltning av idéer
- Öppna upp för snabbare beslutvägar (om det finns en ram behöver inte lika många frågor ställas)
- Vad > en innovationsprocess från idé till uppföljning
- Ge SME verktyg för att arbeta med innovation
- Metodiker
- Fånga upp anställdas idéer
- Fokus på urval & exekvering snarare än idéer
- Corporate Intrapreunirial sponsorships (mentoring + funding)
- En plattform > med index som kan läsas centralt (sv innovationsindex)
- Få fler sv företag att arbeta strukturerat med att få ut nya idéer via innovationsutb-, produkter/affärsomr/ avknoppning

Kunskap & Motivation
Motivera och initiera förändring
- Varför> Skapa awareness lyft fram exempel oc låt dessa inspirera till nytänkande
- Bra exempel
- Viktigt att arbeta mkt med info och motivation så att företagsledare förstår varför innovation är viktigt
- Lyft fram utmaningen – vad är det som eg hindrar frtg från att förändras & tänka nytt
- Lyfta fram innovation som ett prioriterat område i frtg
- Vad > utbildning – ledning & mellanchefer > genomsyrar hela verksamheten 'mindset'
- Skapa medvetenhet kring innovationsarb (vad är det)
- Få även bolag med strama budgetar att se vinsten
- Öppna ögon och ändra mindset hos beslutsfattare och organsitaion
- Var sker innovation, varför & hur?
- Utbildning i change mangement för att skapa förutsättningar för innovation
- 'culture' (history) vs 'innovation' (future)
- Visa att innovation inte bara är nya tjänster & produkter

Varför?
Identifiera nischer för innovation
- Frtg-sverige behöver förnyas > innovation är vägen
- Få mer positiva attityder
- Ledare istället för följare
- Roligare arbetsklimat
- Öka innovationskraften i hela sverige
- Resultatet är mer affärer
- Yttre hot. Små nya affärer utan strukturer & går efter samma kunder
- Effekt – att innovation kommer på agendan i olika typer av ftg (SME)
- Om innovation är en bastjänst (som fakturera) behöver man inte uppfinna ett eget sätt
- Fler innovationer & framgångsrika företag
- Bygg innovations-Sverige

2. FÖR VEM?

1. Vilka ska vara med?
- Frtg som sitter fast I traditionella strukturer
- Frtg med mkt informella beslutvägar där personlig preferens går före affärsnytta
- De som vill förnya sin affärsutv.
- Frtg som inte förnyat sig på längem sitter fast I gamla strukturer
- Frtg I en digital, snabb föränderlig värld, på väg in eller befinner sig I ett paradigm-skifte
- Frtg som går mer på magkänsla än 'fakta'
- Frtg som vill men inte vet hur
- Individen I centrum
- Frtg som har en digital framtid men inte klarar att ta steget dit på egen hand
- Svenska staten/samhället/kommuner/regioner
- Frtg som känner en hårdnande konkurrens – bl.a. internationellt
- Medelstora ftg – ej startups/jättar/offentlig sektor?
- Ledning/ägare/mellanchefer + affärsutvecklare + innovationsansv → anställda
- Anställda – har idéer vill utvecklas
- Organisationer som behöver bryta upp 'siloarb' och jobba över gränser

2. Vilka ska inte vara med?
- Ingen behöver uteslutas – opensource plattform som ska finnas tillgänglig nationellt el på nätet
- Inte startups – men gärna som inspiratörer

3. Varför?
- Internationellt -> bättre konkurrenskraft
- Kompetensutveckling och nya möjligheter är attraktivt!
- Lära efter universitet – man blir inte rik på lön!
- Finns sällan processer för att fånga upp nya idéer
- Dra nytta av inneboende innovationskraften
- Så att frtg kan ligga I framkant
- Hur de kan förändra/utveckla omforma sin verksamhet för att följa med och också driva
- Öka vinstmarginalerna för större marknadsandelar
- Öka insikten av innovation som ett verktyg för ökad lösamhet
- 99% av idéerna fastnar idag
- Saknas en tillåtand kultur

4. Hur?
- Vad finns att leka med? Metoder för att dela nytta/ inspireras och förändra mha dessa
- En typ av analys av företag som det fungerar idag kan behövas- både interna medarbetare & externa konsulter
- Skapa champions
- Det ska finnas tydligt mål med aktiviteterna så att företaget förstår nyttan av dem
- Lära av startups – Hur & vad hände? Vad gick fel?
- Exempel, ramar, metodiker – uppfinn inte allt själv
- Nya metoder för att strukturera verksamheter (extrem reorganisation)
- (idag) Inga budgeterade utrymmen för innovation!
- Strukturen ger dem verktyge att samla in idéer och att satsa tid & kraft på rätt saker!
- (Behov) Radikal förändring av innovationsklimatet > Bäst I klassen = paperspotent, sämst I klassen = företagsprodukter
- Jobba med scenarier . Ta fram olika scenarier för hur framtiden kan utvecklas på kort- och lång sikt. Think Big!

3. ÅTGÄRDER?

1. Förarbete/Analys
- A. Skaffa många partners! → olika 'typer' ex småföretag, akademi…
- B. Aktivera partners internt – få ett bra deltagande I projektet
- C. Satsa på kommunikation internt & externt
- D. Tydlig målbild, projektplan, expertroller & deras uppdrag klara
- Bena ut vilka moment som bör ingå & hur vi översätter det I ett 'erbjudande'
- Arbetsgrupp för att komma fram till 'erbjudandet'

2. Vilka
- Samarbeta med svenska staten (finansiellt)
- Hur kommer man igång – kommunikationskanaler
- > förankring för att få legitimitet
- > företagarna
- > Sv Närlingsliv
- > Branschförbund
- > Akademi
- Organisation som en produkt
- > Anställningsfrågor (så lätt att organisationsfrågor dödar bra affärskoncept)
- > IPR, ROI, Avtal, Styrelse, Kontakter, VC
- Bilda rätt konsortium – vad fokusera på? Vilka ska vara med?
- Partners från flera – forsk, sme, industri, producerande bolag…

3. Start
- Visa hur man mäter & följer upp – ROI
- Speca varför – vad händer, vad förändra det?
- Ett antal piloter so skapar buzz > bygger intresse
- Först genom konsortiets intressenter
- Pilot hos tung aktör/ känt varumärke inom varje bransch (SVT, Aftonbladet, Skandia)
- Finansiering av experter/konsulter för att skapa piloter
- Börja litet – ingen/och resultatorienterat
- Skapa en pilotgrupp/företag ur målgruppen so vill & utveckla där
- Experter 'sponsorships' genom mentorskap & resurser med stöd av Vinnova – internt el via externa strukturer
- Internationell skapa index/standard etc

4. Kommunikationskanaler
- Behövs mötesplatser, mjukvara, hårdvara, kunskap, utbildning, Hur?
- Samarbete med branschorganisationer och branschpress
- Liera sig med tunga industrinamn som ambasadörer för arbetssättet
- Hålla Konferens & tala vid andra konferenser utanför innovationssfären
- Marknadsföra oss tillsammans med svenska institutet
- Skriva en bok som alla företag får subventionerat
- Hålla innovationsseminarier
- Hur ska vi som experter - struktur som kan kanalisera kompetens till bolag
- Identifiera personer/projekt som jobbar/jobbat med ex. Kompetensförsörjning, regional tillväxt osv.

Flaskhalsar!
- Regionala Strukturer
- 'unlocked brain' Vi är inte benägna eller utbildade att ta risker → utbildning (univ + frtg)
- Ägare > Styrelse > ledning
- Stora jättar & deras strukturer

Goda/Dåliga exempel – Konkretisera!
- Samla exempel att sälja idén med.
- Vad finns tillgängligt – vilka är de goda exempel?
- Skapa plattform för tillgänglighet information kring innovation samt CIR projektet från start. Börja smått & lyft exempel.
- Avdramatisera genom att konkretisera med goda exempel
- Relevanta exempel – benchmarka
- Innovationsråd! Paper/patent → produkt/företag
- Corporate Innovation…+ incubation

WORKSHOP ATT MINC 5TH OF DECEMBER 2013

Målbild

UTBILDNING
Vad & hur → relevant utbildning/ kompetensutveckling
- *Fruktsamt samarbete näringsliv & högskola*
  - *Större samverkan mellan universitetsforskning och företag*
    - *Innovativ miljö*
- *Utbildning som använder ny teknik t.ex. Mocs*
- *Världskända utbildningar och forskning inom IoM*
  - *Fungerande offentligt innovationsstöd*
- *Stimulerande miljö för nya satsningar*
- *Utbildar kompetenser som behövs*

START-UPS
Syn, kultur & tillväxt
- *Minst ett (nytt) företag på topp 10-listan över världens bästa/främsta IT/media bolag likt google & apple*
- *Sverige, ett land som sjuder av startups och nya framgångsrika företag*
- *Orädda företag som vågar satsa på nya marknader & branscher*
- *Sverige är attraktivt som Berlin (billigt, kulturrikt, bottom-up drivet) för startups*
- *Flest (framgångsrika) startups per capita*
- *Bättre på att hitta affärsmodeller för startups – få bort VC-finansieringstänk. (hållbara företag som får hype)*

FINANSIERING
Ökad tillgång till kapital
- *10* ängelinvesteringar i startups*
- *Europas bästa investerarklimat (för startups)*

OPEN DATA
Konsumentdriven utveckling -> skapa projekt där konsumenter är delaktiga
- *Den industrialiserade strukturen byts ut mot networked society*
- *Sverige-modellen där öppen innovation sker på riktigt*
- *'Internet of people' – använder Big data för lösningar*

- ***De digitala tjänsterna betyder att medborgare tar större ansvar för SIN hälsa och hållbarhet***

MARKNADSUTVECKLING
Ledande utveckling och användning av marknadsplattformar
- *Framstående inom IT*
  - *Framkanten i utvecklande och användande av IoT*
  - *Digitalisering i människans/ konsumentens tjänst*
- *10* global användning/försäljning av svenskutvecklade Internet-produkter/-tjänster*
- *Sverige, landet där den traditionella industrin snabbt digitaliseras och skapar nya konkurrensfördelar*
- *Offentlig sektor visar vägen genom digitala upphandlingar*
- *Alla bolag säljer också via webben/mobilen*

BRUKARE
Ökat inflytande av brukaren/konsumenten
- *Många R&D avdelningar har ersatts med innovationsgränsland*
- *Europas ledande land inom spelutveckling*
- *Stor konkurrenskraft*
- *Fruktsamt samarbete mellan konsument/producent*

" Politik handlar om att inte välja – Entreprenörsskap handlar bara om att välja"

Problem & Hinder

Jantelag = attitydproblem
- *"Bäst I världen"-inställningen går emot jantelagen*
- *I Sverige är vi 'fat & happy', ingen sense of urgency*

Utbildning & kunskap
- *Förbättra samverkan mellan utbildning och näringsliv*
  - *Tröga lärosäten*
  - *Låg kunskapsnivå*
  - *Få behovsanpassade utbildningar*

Lagstiftningen är begränsande
- *Upphovsrätten*
- *PUL & Datainspektionen*

Felaktiga belöningssystem som inte främjar risktagande
- *Rädsla för 'misslyckande'*
- *Att ta risk belönas inte*

För lite pengar & fel pengar
- *Vi stimulerar inte investeringar*

Industriella organisationsstrukturer = struprör
- *Saknar traditionella framgångsvariabler inom området*
- *Idag innebär innovation = patent & kontroll*

Infrastruktur – gammal och bristfällig
- *Brist på bostäder*

Entreprenörens kretslopp – *Framgångsrika entreprenörer 'investerar' inte vidare & vi har/ belyser för få framgångsrika Entreprenörer (ex. wreckless investment Hampus Jakobsson)*
- *För få framgångsrika entreprenörer som blir ängelinvesterare*
- *Ökad samverkan mellan entreprenörer och serieentreprenörer*

TOP DOWN – *feltänk, pengar går till att utveckla systemet inte företagen*
- *Politiskt (?) klimat som inte möjliggör fokuserade satsningar på specifika tillväxtbranscher*
- *Innovationsstödsystem som finns till för sin egen skull*
  - *Vi tänker uppifrån och ner*
- *Offentligt stöd 'pick the winner' istället för 'make the winner'*

Framåt!

Bättre metoder/verktyg/stöd för tidig finansiering
- Offentliga medinvesteringar med affärsänglar och VCs > det offentliga tar rygg på investerarna
- Ny offentlig startup finansiering:
  ➢ 'Tag-along & 'garantier'
- Smartare & bättre riskkapital-avdrag

Dra nytta av kompetensen i akademin
- Använd forskarnas kunskap som kompetens för tillväxt
- Ett nytt IoM universitet/skola

Förebilder
- Öppnare kultur för risktagare
- Uppmuntra framgångsrika entreprenörer att återinvestera i kretsloppet

Positiva styrmedel – innovation är att välja!
- Offentlig innovationsupphandling utanför LOU
- Från politiker satsa på infrastruktur/tillgänglighet
- Innovationsstöd som risktagare
- En ny PUL

Världens mest ITmogna marknad. Tillgångar för att lyckas – ex +60, hemdata, testbeds

Industri | Akademi | Offentl. sektor

Människan
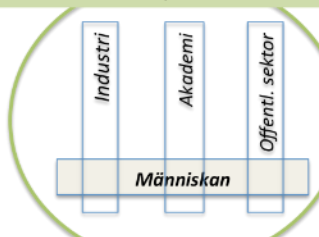
Våga satsa på de nya tillväxtindustrierna
- Stöd branscher där det går bra
- Satsa offentliga medel på spec. 'up-and-coming' tillväxtbranscher (globala/ exporterande)
- Underlätta processer för startups/SMEr att söka/hitta offentliga pengar

Entreprenörsrabatter!

Nyttja det vi är bra på
- Förstärk redan tydliga tillväxtområden
- "Låt tusen blommor blomma"
- Skapa 'kombinonovations' = innovationer mellan branscher

För skolan i tiden
- 'Hemdatorn' modell 2015
- Mer anglosaxisk kultur från grundskolan och uppåt – tänk vinnare och våga sälja!
- Inför dataslöjd

WORKSHOP AT INTERNETBAY 14TH OF JANUARY 2014

1. Bestämma workshop-tema (3 röster/p)

"En" användare och allt i molnet
6 röster

Broadcasting (Ericsson) | Framtiden TV! Något annat än idag
Disruptiv konsumtion/prod. av media
6 röster

Svårt att ta betalt | Affärsmodeller för media (TV, tidning, musik, spel)
Betalningslösningar & affärsmodeller - demokratifråga
6 röster

WORKSHOPTEMA
Framtidens Media:
konsumtion, produktion (innehåll) & affärsmodeller

FRAMTIDENS MEDIA 2020 – konsumtion, produktion (innehåll) & affärsmodeller

MÅL 2020

- Reklamfritt = Betalning
- Rörliga bilder
- Ständigt uppdaterade profilfoton
- DIGITAL NATIVES
- IMAGE
  - Multiple personas!
  - "what I consume and, that I am"
- Åtkomst till äldre artiklar & data
- Högupplösta bilder i bank i molnet
- Realtid positivt

- Crowd-funding
- ANYwhere ANYtime ANY device
- Co-creation av media
- Sverige världsledande inom verktyg för användardriven mediaproduktion
- Framtidens multi-device TV-upplevelser kommer från (Luleå)/Sverige!
- Världsledande mediastudio

- Affiliated media – gruppbetalning för media på nätet. En pengaraccess
- Interaktiv världsmedborgare!
- Kanaloberoende Plattformsoberoende
- Utveckla demokratisk modell & förståelse för journalistikens betydelse "the bubble"
- Ad-hoc corporations med ett visst syfte

- Sverige i tiden! Mixed reality Past-present-future (europeara, stadsplanering, event)
- Allm. producerar – "Media-borgare"
- Sverige ledande i Europa som datacenterland för media. Värdplats för datacenter.
- Sverige ledande i anv. av Future Media. (ex få papperstidningar kvar)
- Sverige ledande i RIDE (research, innovation, design, education) inom future media

- Största tjänsten som erbjuder alla möjliga sorters tidningar online. Europa – spotify. Prova på – ta betalt sen.
- Data-havet Universell ID (mobilen)
- En fungerande och accepterad mediabetalmodell

Problem & Hinder

Ecosystem – Brist på innovationskrafter
- För mycket snack, för lite verkstad
  - Trög offentlig sektor
  - Sverige = litet land
- Standarder (ex samma betalmodeller) måste tas fram för att skapa kritisk massa

Utbildning
- Utbildningssystemet/lärarna nyttjar inte möjligheterna med IT, Internet, media för flexibelt lärande
  - Integritet, förståelse, insikt!
- Svenska skolan matchar inte omvärlden
- Bristande kunskap hos ovana användare

Felaktiga innovationsesurser
- Behöver forskningsprogram som stödjer våra mål (dvs pengar)
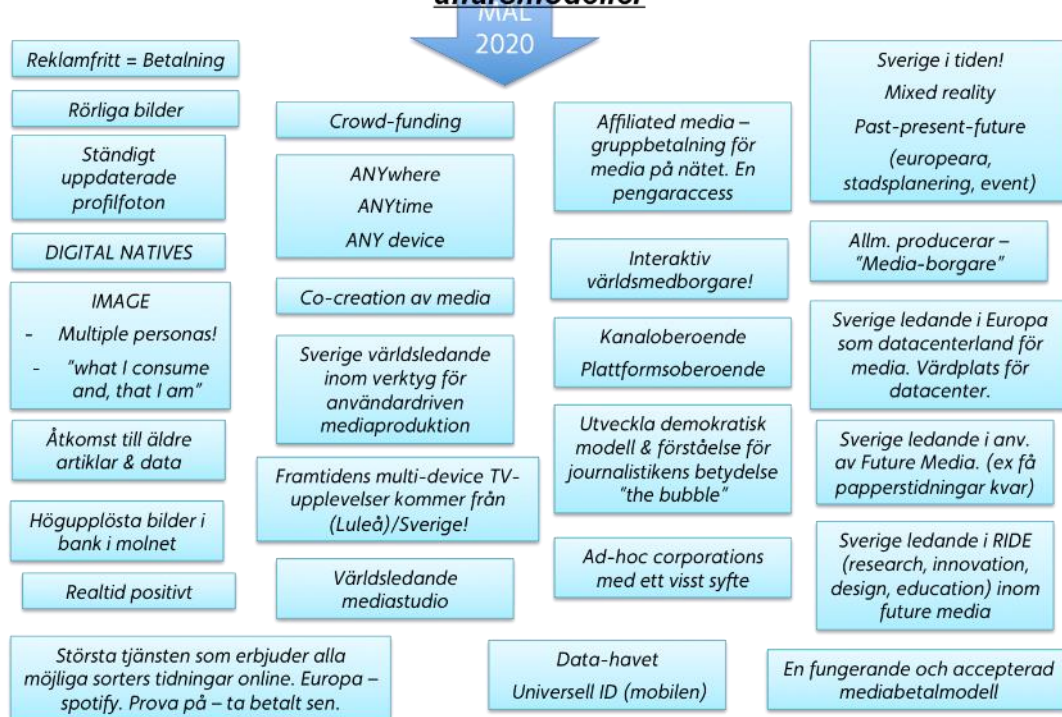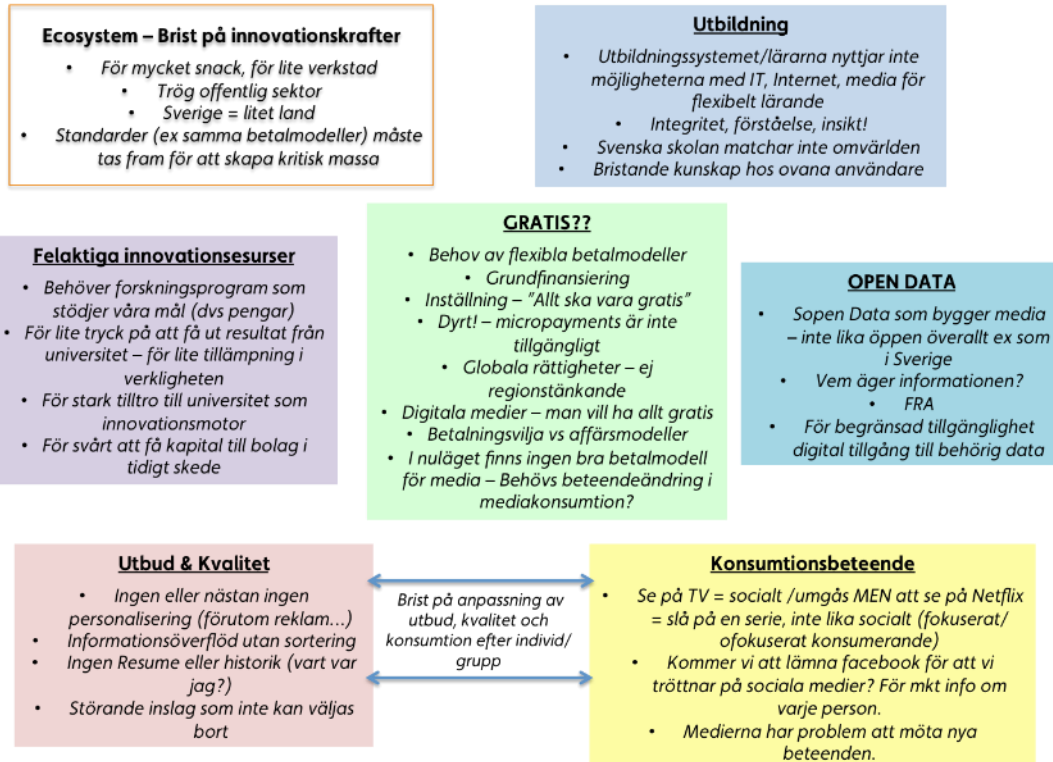- För lite tryck på att få ut resultat från universitet – för lite tillämpning i verkligheten
- För stark tilltro till universitet som innovationsmotor
- För svårt att få kapital till bolag i tidigt skede

GRATIS??
- Behov av flexibla betalmodeller
  - Grundfinansiering
- Inställning – "Allt ska vara gratis"
  - Dyrt! – micropayments är inte tillgängligt
  - Globala rättigheter – ej regionstänkande
- Digitala medier – man vill ha allt gratis
  - Betalningsvilja vs affärsmodeller
- I nuläget finns ingen bra betalmodell för media – Behövs beteendeändring i mediakonsumtion?

OPEN DATA
- Sopen Data som bygger media – inte lika öppen överallt ex som i Sverige
  - Vem äger informationen?
    - FRA
- För begränsad tillgänglighet digital tillgång till behörig data

Utbud & Kvalitet
- Ingen eller nästan ingen personalisering (förutom reklam...)
- Informationsöverflöd utan sortering
- Ingen Resume eller historik (vart var jag?)
- Störande inslag som inte kan väljas bort

Brist på anpassning av utbud, kvalitet och konsumtion efter individ/ grupp

Konsumtionsbeteende
- Se på TV = socialt /umgås MEN att se på Netflix = slå på en serie, inte lika socialt (fokuserat/ ofokuserat konsumerande)
- Kommer vi att lämna facebook för att vi tröttnar på sociala medier? För mkt info om varje person.
- Medierna har problem att möta nya beteenden.

Framåt!

Innovationsupphandling

- Nyttja de statliga media-bolagen och sätt innovativa krav & beställningar med våra skattepengar (pre-procurement i innovationssyfte)

Mera Vinnova!

- Vinnova i samklang med Horizon 2020
- Mer & Fler riktade utlysningar från Vinnova
- Nationell program (felaktiga innovationsresurser)

Myndigheternas Krav

- Vilken typ av data vill vi ska vara öppen?
- Öppen Data – digital offentlighetsprincip – inte plattform!
- Distansmyndigheter (Emöten)
- Besluta om nationella krav på tillgång till egna data med syfte mot global tillämpning
- Sveriges ID (id-kort, id i mobilen,) ersätter id-kort, körkort, bank id

Stötta tidiga företag

- Lättare pengar till nya företag
- Enkel SME-finansiering

Utveckla skolan!

- "Flipped classroom"
- Mer externt samarbete i grundskolan (gästföreläsare etc)

Internationalisera IT & Media

- Europa – 1. PCP, PPI (innovationsupphandling), 2. SME i Horizon 2020, 3. EIT ICT Labs
- Globalisering

Skapa nya distributionsmönster

- Utökad leverans till slutkund
- Nya dynamiska betalmodeller
- Flexibel betalningsmodell
- Tester & forskning
- Ett globalt media-system (PAL/ICKE PAL)
- Individernas val – crowd
- Ny generation > nya möjligheter

11.   REPORT REFERENCES

Hvitfelt, H. and Nygren, G., eds., 2008. *På väg mot medievärlden 2020*. Journalistik, teknik, marknad. Lund: Studentlitteratur.

Schudson, M., 2011. *The sociology of news*. New York: Columbia University, W.W Norton & Company.

Picha, M. and Pargman, D. 2014. *Explorative scenarios of emerging media trends*. Submitted.

Talenti, J, *Starkt stöd för RIT-avdraget*, 2013, SILENTIUM AB © COPYRIGHT WWW.SILENTIUM .SE

Bättre offentliga IT-affärer – Almega 2013

Digital Agenda för Sverige – Almega 2011

ICT for everyone – a Digital Agenda for Sweden – Regeringskansliet 2011

The connected world – Digital Sweden, How consumers are setting the pace and creating opportunities for businesses – BCG 2013

Digitala tjänster som lyfter Sverige – en rapport om digitala tjänsteföretags marknadsvillkor – Almega (Pär Nygårds) 2012/13