	
1. Implementation of a European Network of Living Labs, A user-centric platform for product and services co-creation processes, User Centric Approach of ICT Design	35.5%
2. Collect the benefits of re-using bank infrastructure: realize e-invoicing with interoperable stds	32.8%
3. Break down internal borders for ICT services (keywords: roaming, ICT- interoperability, eID, secure pan-European e-services);	29.2%

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4. Renewing of European Innovation System	26.2%
5. Creation of a market for innovative products and services supported by sufficient resources for R&D and innovation	23.2%
6. Focus on services innovation, and create Services Science, Management and Engineering as an academic discipline for driving innovation in services throughout Europe	20.7%
7. Concrete funding and support for technology startups. An enabling entrepreneurial environment with both government and private sector funding available, Commitment of Early Buyers beyond the project scope	19.4%
8. Ensure data integration between IT-solutions to enable productivity in service provision	17.2%
9. Intensify integration of retail banking market with full and prompt implementation of the Payments Services Directive (realize a Single Market in Payments) and integration of key financial market infrastructure (Target2-Securities)	17.1%
10. Implementation of European wide compatible e-Invoicing system – common standards and definitions	16.9%
11. Move from the organization centered system to citizen centered system	15.4%
12. Bring people actively to information society (good basis for great PPP initiative – for example to give ICT skills to 10 million adult people in Europe during 3 years).	13.8%

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Concrete actions to the Manifest

1. MANDATE > Helsinki Manifest

- Choices to prioritize
- Action document

2. Criteria for inclusion

- Best at EU-level
- Concrete action for Lisbon
- Quick and direct

3. How get to workable answer: 3 essential criteria

1. Identify problem/constraint
2. When Government better than market
3. B>C

1+2+3 = BETTER REGULATION

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Base for conclusions

4. What in certain?

- Henry Ford and history

5. 30 yrs of history

- Coal, steel, ships
- Consumer electronics and cars
- Mainframe computers
- "natural" monopolies

6. 30 years of best economic models

- US
- Franco-German
- Japanese – lean/JIT
- US again
- Asian tigers
- China > India

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Base for conclusions

7. 1980 if said

- "Services 70% of GDP + drive innovation

8. Not pessimistic

- NETWORKED ECONOMY
- Externalities
- Infra here
- Potential hardly exploited

9. How act

- Deregulate not regulate
- Standards – open
- Let competition + innovation work
- Commercial + technical interoperability
- GSM and football

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Base for conclusions

10. Key words

- Full reachability
- Identification
- Authentication

11. Change can hurt

- Recognise levers
- Challenge vested interest

12. SEPA Payments and e-invoicing

- Fulfils criteria
- 100bn (minimum)
- More in supply chain management
- Here now and road tested

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Base for conclusions

13. Other promising areas I

- R&D/Innovation – how create positive climate horizontally
- Right IPR climate
- How eliminate barriers

14. Other promising areas II

- Identity management (see Estonia)
- Identify and authenticate over net

15. Other promising areas III

- Follow up Lahti

16. CONCLUSION

Anything better than €100bn – do first. If not what comes as next priority.

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Then there are obstacles

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Finland's EU Presidency Conference in
Helsinki 23-24 October, 2006
House of the Estates

1. Scattered markets / different European countries. How to sell your innovation?
2. Startup and risk-taking attitude not common or commonly accepted
3. Perceived / real problems in productivity and innovation
4. EU IPR system
5. Regulatory constraints
6. Lack of interoperability
7. Lack of common vision
8. Best practices rejected and 'ideal solutions' targeted
9. Legal platform is rather a barrier than enabler
10. Uncertainty of investment on ICT
11. Complexity of understanding standards
12. Uncertainty on standard adoption
13. Industrial society structures still used in information society era
14. EU countries are in different phases of development
15. Linguistical (digital) divide
16. ICT sector: European market for ICT services is still fragmented;
17. Businesses (SME-s): Utilization of ICT-s for business success can be better;
18. People (ageing population): European people are well educated on XX century, they often lack skills needed on XXI century.
19. Funding gaps in higher education and R&D
20. Shortfall in entrepreneurial thinking and skills in the R&D ecosystem
21. Missing incentives and regulatory obstacles to commercializing R&D outputs into markets

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21. Adoption of Advanced ICT Technology
 22. Research Focus on impact for Future Businesses
 23. Investment Strategies for Early Adopters in Market creation
 24. To be stick to Digital Signature
 25. Lack of e-Europe leadership
 26. Too many strategy papers and groups just producing new papers and groups
 27. Weakness in capacity of innovation:
 28. Lack of flexibility in the structure of European organization
 29. Lack of independent innovation industry
 30. Fragmented, insular and un-co-ordinated innovation initiatives throughout Europe mainly on regional levels.
 31. Little to no direct customer involvement in the innovation process
 32. Insufficient harnessing of public and civic organizations
 33. Ageing population
 34. Our strength - a wide variety of languages, nations, cultures, ways of working
 35. Who has a dream?
 36. Investments in R&D?
 37. Customer-centered service provision, now it is more service provider-centered
 38. Authorities are not always able to see the benefits of ICT in transformation of services
 39. Co-operation between public and private sector
 40. The hierarchy of the public sector and the autonomy of health care professionals
 41. Taxation based systems do not force to make changes.
 42. Lack of co-operation and common objectives.
 43. Lack of political commitment
 44. Vested interests
 45. Inertia in adopting new technology