

# Globalisation of Innovation and policy measures for open systems of innovation

Nicos Komninos, URENIO Research  
Aristotle University  
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# Outline

*1. Emerging trends: Globalisation of innovation*

*2. A new set of strategies: Innovation + Broadband*

*3. Policy measures: Innovation systems and clusters going global*

*4. Conclusion and further reading*

# Emerging innovation trends

## GLOBALISATION OF INNOVATION

- **Global technology markets emerge:** There is now much greater interest for external knowledge and technology sourcing (see <http://www.yet2.com/app/about/home>) and global technology cooperation networks (see <http://www.innocentive.com>).
- **Offshoring:** The movement of a business process done at a company in one country to the same or another company in another, different country. This includes any business process such as production, manufacturing, or services, and innovation as well: From GPNs to GINs.
- **R&D in offshore locations:** Global firms conduct R&D in offshore locations attracting the best of local talents.
- VC funds require **even for start-ups** to plan an offshore outsourcing plan as precondition of funding.
- **Emerging model:** Keep strategic management functions (customer relations and marketing, finance, and business development) at home, but moving product development and R&D to offshore locations.

# Emerging innovation trends

## THE RISE OF ASIA

- Innovation spending in Asia is growing at incredible rates: Business R&D expenditure rose by 5.2% in North America, 2.3% in Europe, and 3.8% in Japan during 2000-05, but by 17% in India and China, and by 19.7% in Australia, Brazil, Singapore, South Korea, and Taiwan combined.
- R&D intensity in the EU (measured by the R&D-to-GDP ratio) has been slowing down since 2000, and grew by 0.2% only in the period 2002-03. But in China, which has lower R&D intensity (1.31% of GDP in 2003), the growth rate is about 10% per year between 1997 and 2002. If this trend continues, China will be spending the same as the EU in 2010.
- The majority of the new R&D centers to be created by MNCs will be located in India, China and other Asian cities. Cisco has R&D facilities in Bangalore; Toyota in Thailand; Nokia operates nine satellite design studios located in India (Bangalore), China (Beijing), and Brazil.
- Emerging innovative clusters: Broadband technologies (South Korea, Singapore); Mobile communications (South Korea, Taiwan, China); Software (Bangalore, India)

# Emerging innovation trends

## R&D OFFSHORING - SUBCONTRACTING

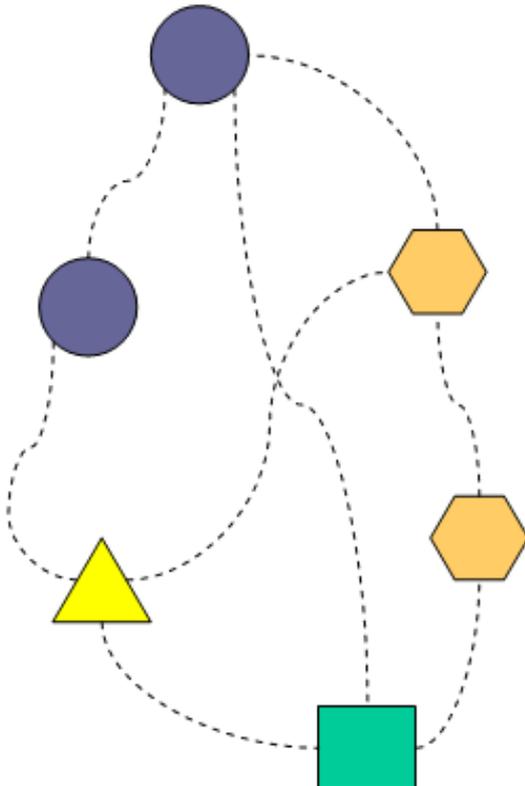
R&D relocation in developing countries

- **Satellite R&D labs**, which combine of “home-base-exploiting” and “home-base-augmenting” R&D. Relative low strategic importance, vulnerable to budget cuts decided by headquarters.
- **Contract R&D labs**, pure “innovation offshoring” confined to the provision of lower-cost skills, capabilities and infrastructure. Knowledge exchange remains very limited.
- **Equal Partnership labs** are those MNCs labs that are charged with a regional or global product mandate. Knowledge exchange is higher and eventually there is mutual knowledge exchange.

Source: Ernst, D. (2006) *Innovation Offshoring: Asia's emerging role in global innovation networks*

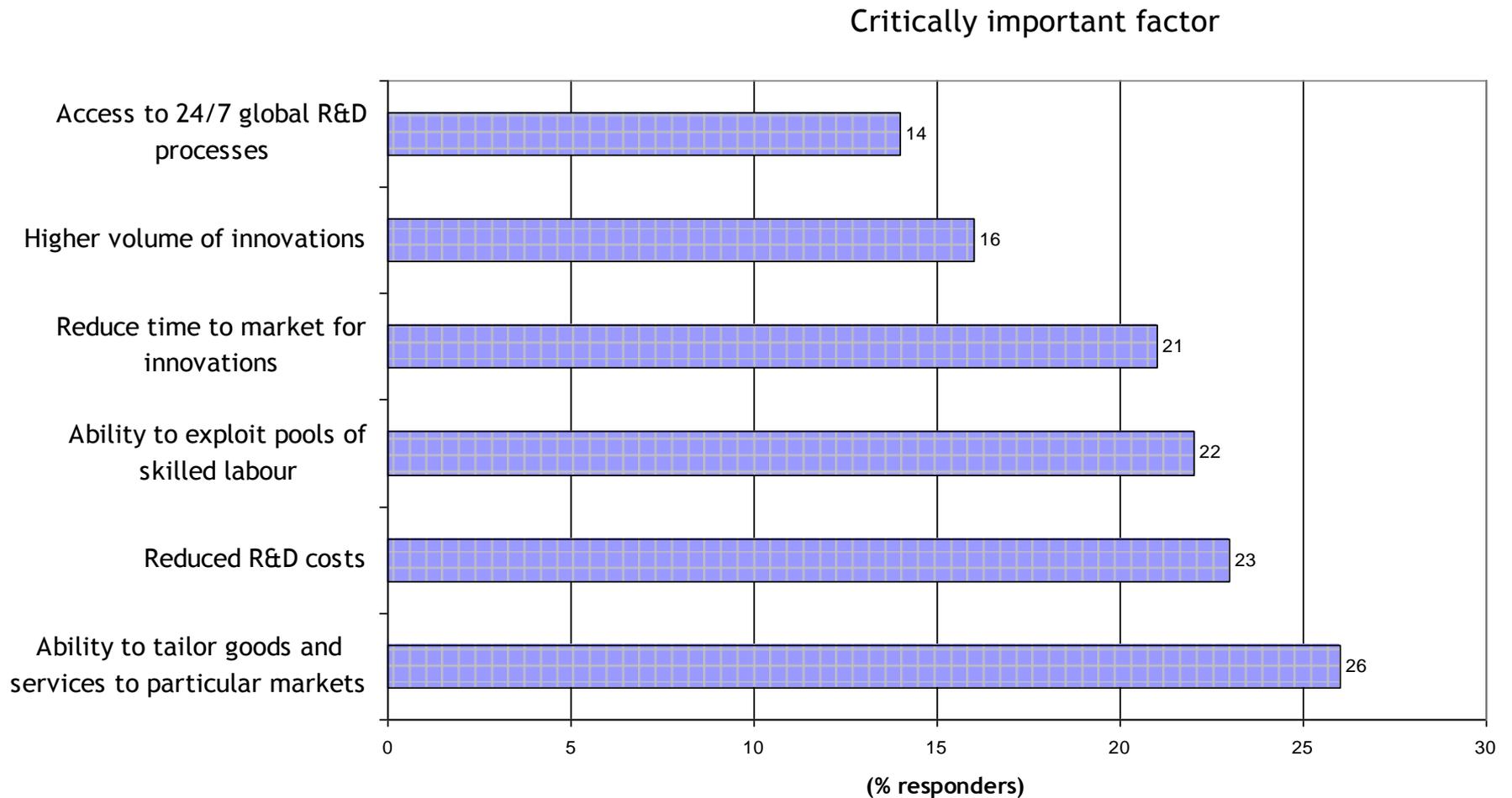
# Emerging innovation trends

## CREATION OF GLOBAL INNOVATION NETWORKS

<b>Global Innovation Network</b> 	<b>Inventors</b> 	Intellectual powerhouses (like MIT, Oxford, HP Labs) that conduct basic research and design products and services that result in patentable inventions.
	<b>Transformers</b> 	Multifunction production and marketing companies (like Dell, IBM, Infosys) that convert inputs from Inventors and other Transformers into innovations.
	<b>Financiers</b> 	Funding sources (VCs, Vulcan, ICICI Bank) for Innovation Network service providers especially Inventors and start up Transformers.
	<b>Brokers</b> 	Market makers (yet2.com, InnoCentive) that find and connect Innovation Network service providers, buying and selling or enabling service delivery.

# Emerging innovation trends

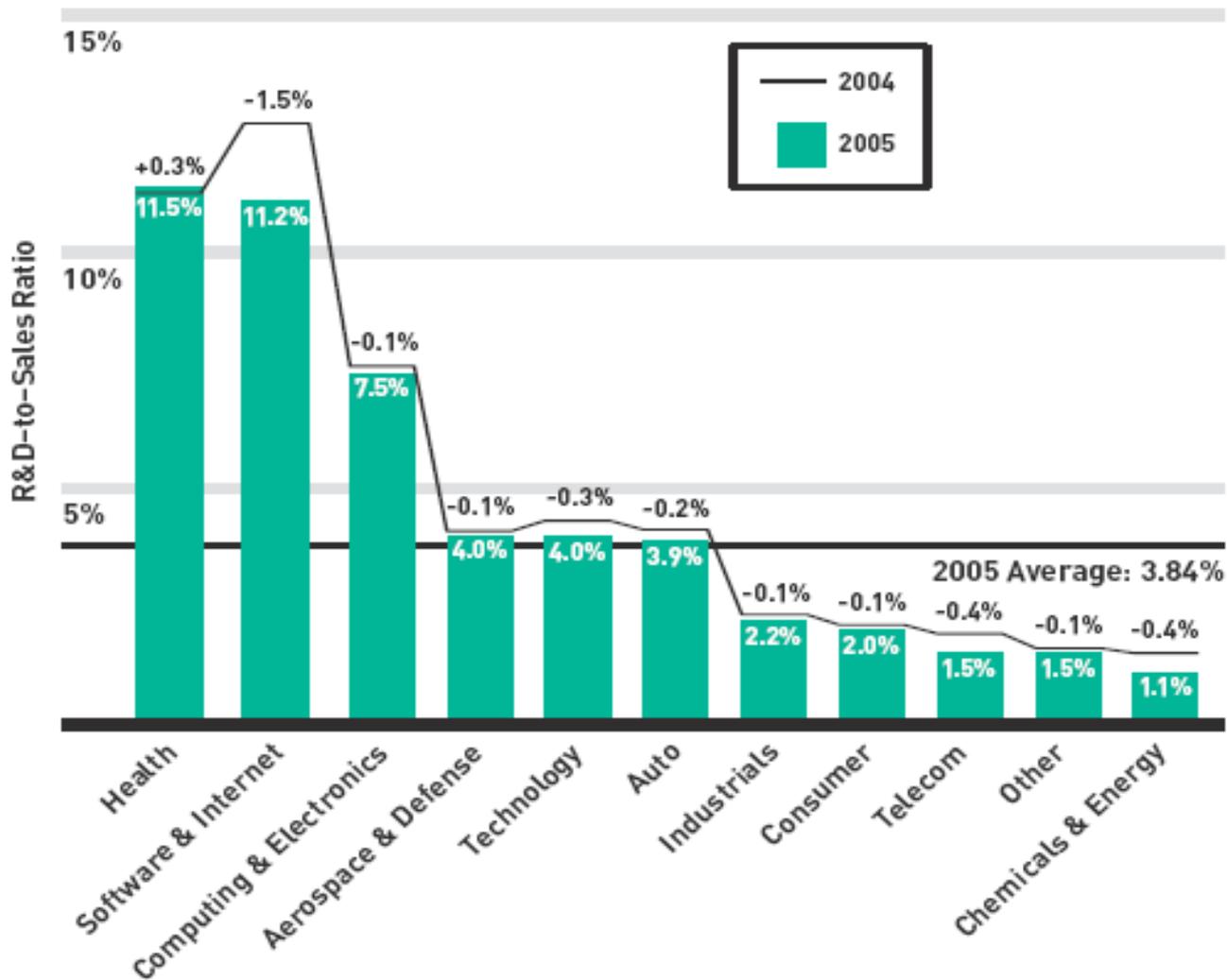
## GAINS FROM GLOBALISED R&D



Data source: Economist Intelligence Unit (2004)

# Emerging innovation trends

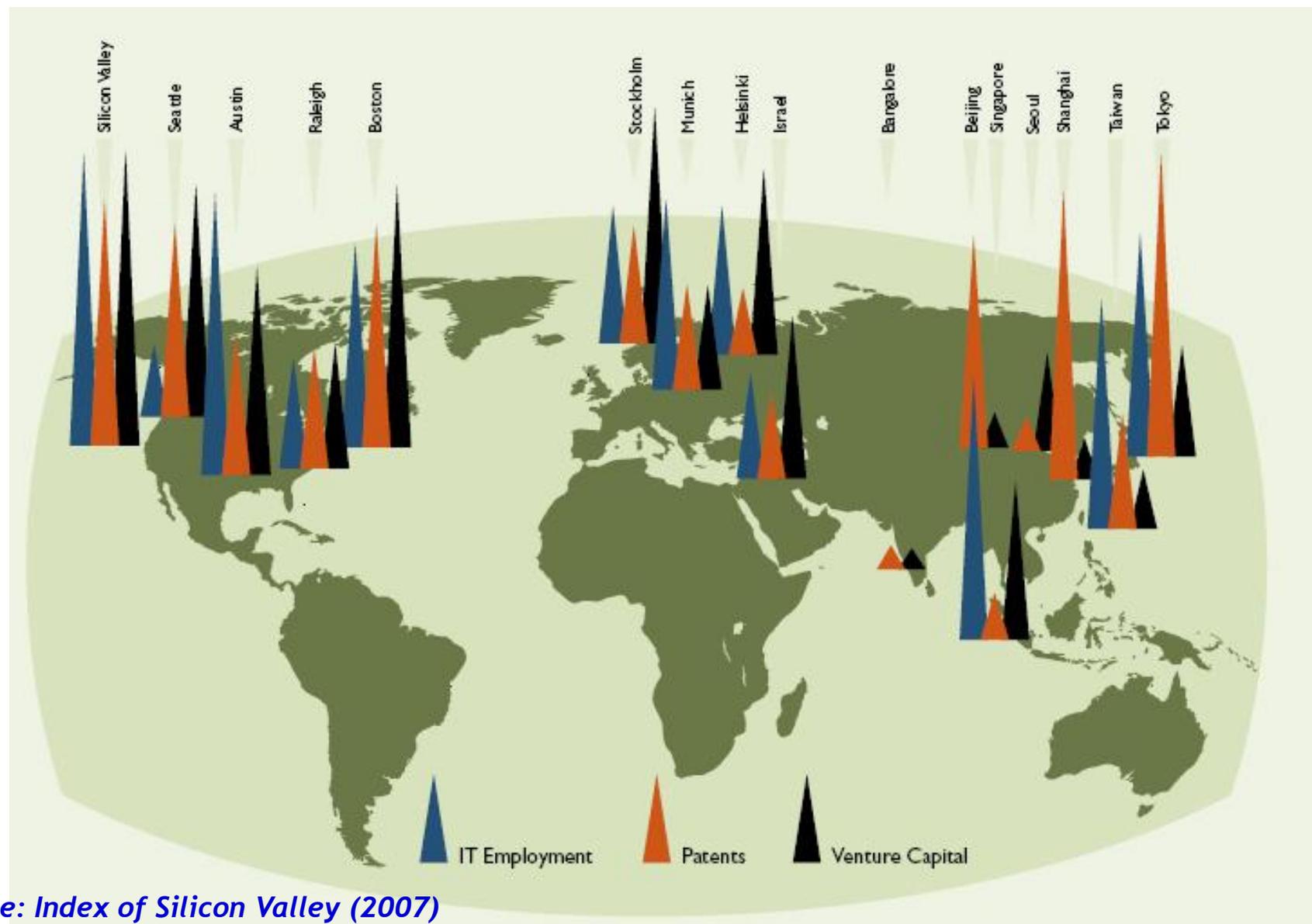
## GAINS FROM GLOBALISED R&D



Source: Booz Allen Hamilton Global Innovation 1000

# Emerging innovation trends

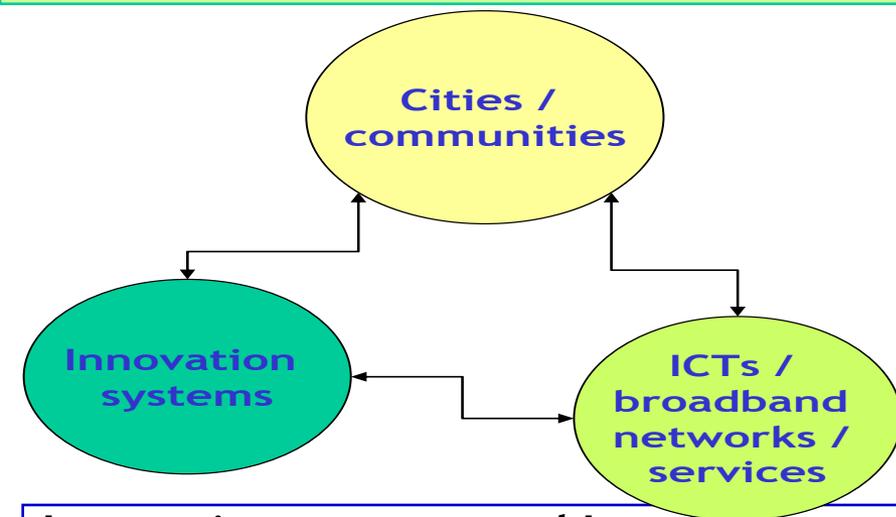
## GLOBAL INNOVATION HUBS (Key factors: IT + Tech + VC)



Source: Index of Silicon Valley (2007)

# A new set of strategies

## INNOVATION SYSTEMS + BROADBAND / ONLINE SERVICES



### Innovation systems and Locality

- Locality and the making of the innovation system: Simultaneous presence and operation of all system's components
- External economies. Functioning costs of the innovation system. Cooperation costs.
- Geographical proximity as precondition of tacit knowledge flows.
- Local communities, trust, social capital, cooperation in innovation

### Innovation systems and ICTs

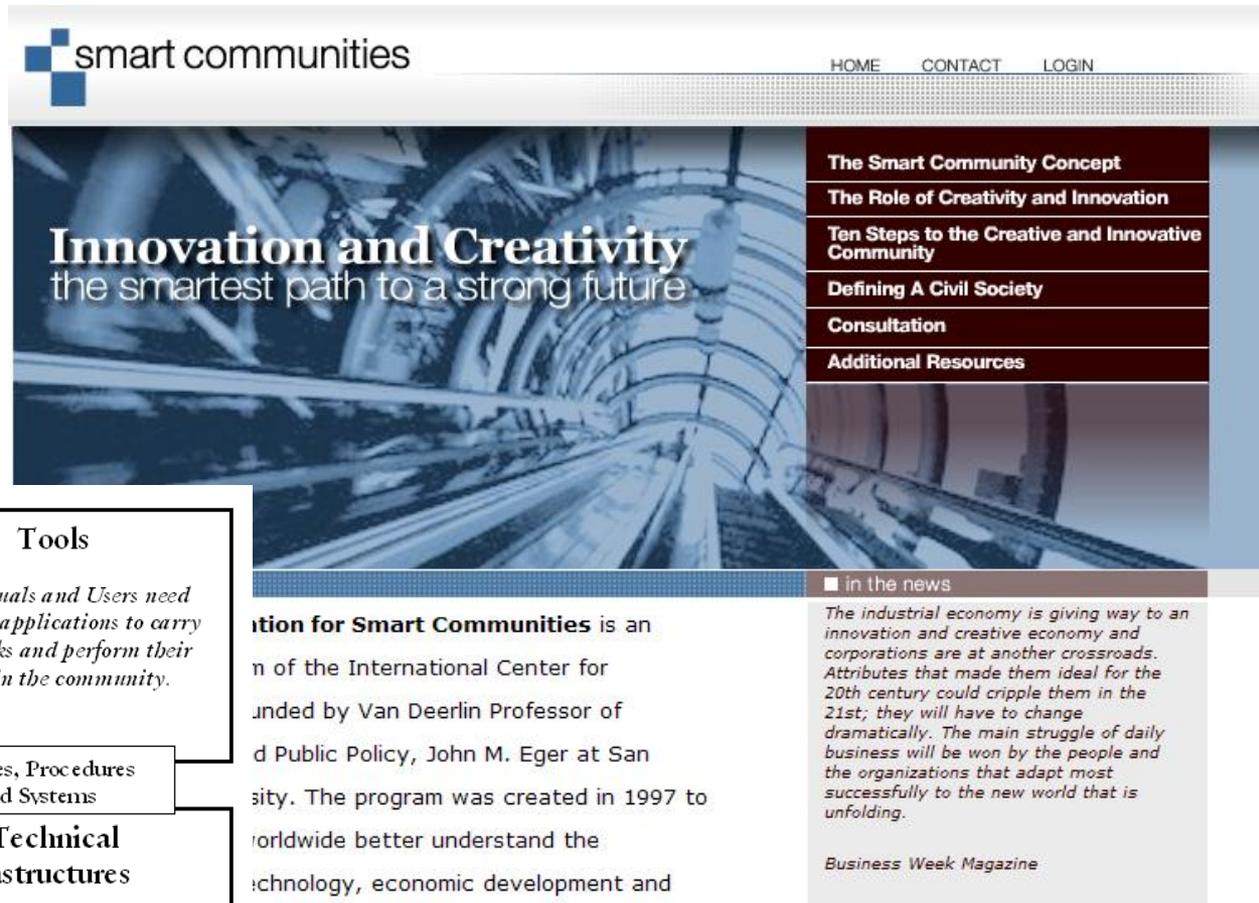
- ICTs: Communication, codification-decodification of technology; explicit knowledge
- ICTs: Facilitators of knowledge transmission within the innovation system / participative processes
- ICTs and global extension of innovation networks

ICTs open the knowledge functions of innovation systems at a global scale

- Gathering, processing, storing information
- Technology brokering
- Cooperative innovation and new product development
- Global marketing and product promotion

# A new set of strategies

## (1) SMART COMMUNITIES (Top-down planning)



The screenshot shows the 'smart communities' website. The navigation menu includes 'HOME', 'CONTACT', and 'LOGIN'. The main content area features a large image of a tunnel with the text 'Innovation and Creativity the smartest path to a strong future'. A sidebar on the right contains a list of links: 'The Smart Community Concept', 'The Role of Creativity and Innovation', 'Ten Steps to the Creative and Innovative Community', 'Defining A Civil Society', 'Consultation', and 'Additional Resources'. Below this is a section titled 'in the news' with a quote from Business Week Magazine.

**smart communities**

HOME CONTACT LOGIN

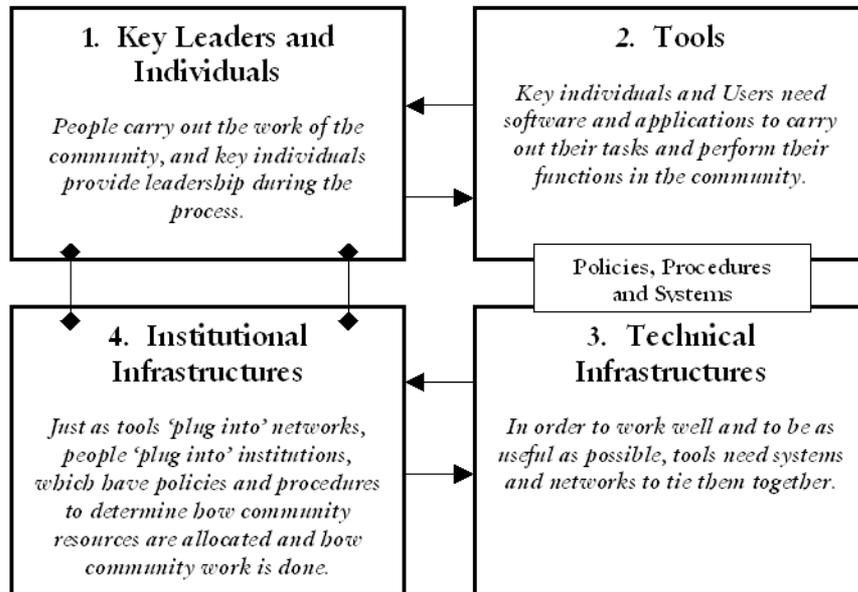
**Innovation and Creativity**  
the smartest path to a strong future

- The Smart Community Concept
- The Role of Creativity and Innovation
- Ten Steps to the Creative and Innovative Community
- Defining A Civil Society
- Consultation
- Additional Resources

**in the news**

The industrial economy is giving way to an innovation and creative economy and corporations are at another crossroads. Attributes that made them ideal for the 20th century could cripple them in the 21st; they will have to change dramatically. The main struggle of daily business will be won by the people and the organizations that adapt most successfully to the new world that is unfolding.

*Business Week Magazine*



Source: Smart Communities <<http://www.smartcommunities.org/index.php>>

# A new set of strategies

## iN2015-SINGAPORE INTELLIGENT ISLAND STRATEGY

### An Intelligent Nation, a Global City, powered by Infocomm.

In this vision of Singapore in 2015, infocomm will be harnessed extensively to enable:

- **Innovation:** The capacity to create, whether it is a new item or a new way of doing something, will have to be a key differentiating capability of Singapore's economy of the future. Infocomm can play a big role in pointing the way to fresh, exciting possibilities and be an essential aid in realising them. Singapore's infocomm enterprises and talent, together with a first-class infocomm infrastructure, can support and enable innovation in all the country's economic sectors and society;
- **Integration:** Success in the future will depend on the ability to harness resources and

capabilities across diverse organisations and geographies, speedily and efficiently. Here, infocomm can provide the bridge within organisations and businesses, and between individuals, sectors, communities and geographies; and

- **Internationalisation:** As a small country, Singapore needs to be well plugged into the globalised economy. Infocomm will be crucial in making this possible, facilitating access to the world's resources, and opening doors for the export of the country's best ideas, products, services, companies and talent.

In so doing, the Steering Committee behind iN2015 hopes to enrich Singaporeans' lives, enhance the country's economic competitiveness and boost the grow

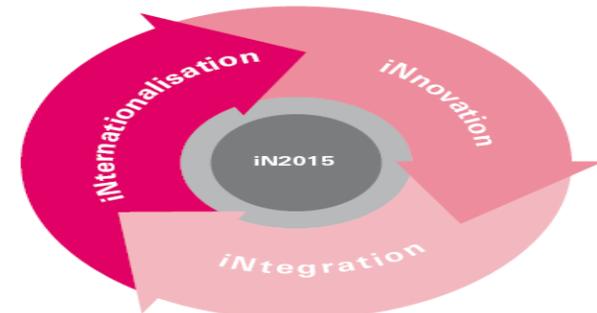


Figure 1-1: Key themes of iN2015

# *A new set of strategies*

## *iN2015-SINGAPORE INTELLIGENT ISLAND STRATEGY*

### *Four strategic thrusts*

- Spearhead the transformation of key economic sectors, government and society through more sophisticated and innovative use of infocomm;
- Establish an ultra-high speed, pervasive, intelligent and trusted infocomm infrastructure;
- Develop a globally competitive infocomm industry; and
- Develop an infocomm-savvy workforce and globally competitive infocomm manpower.

### *10 sectors of priority*

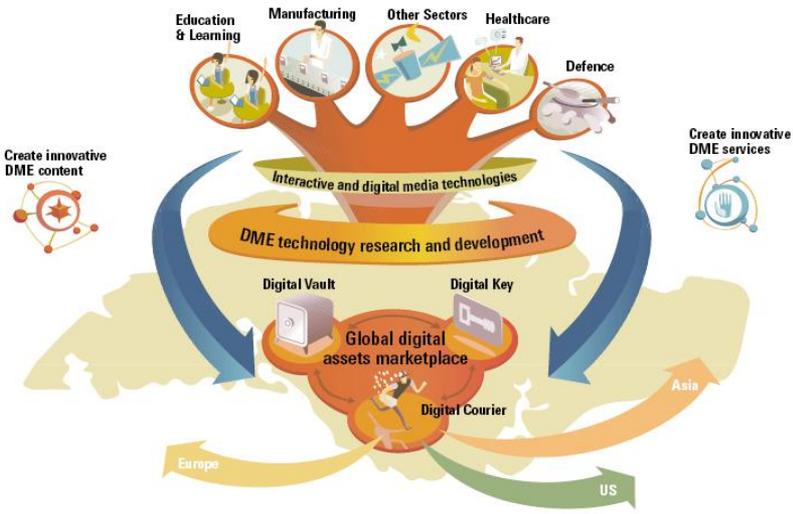
- Digital Media and Entertainment
- Education and Learning
- Financial Services
- Government (iGov2010)
- Healthcare and Biomedical Sciences
- Manufacturing and Logistics
- Tourism, Hospitality and Retail
- Infocomm Infrastructure, Services and Technology Development
- Enterprise Development for Singapore-based Infocomm Companies
- Infocomm Manpower Development

Source:

[http://www.ida.gov.sg/doc/About%20us/About\\_Us\\_Level2/20071005103551/01\\_iN2015\\_Main\\_Report.pdf](http://www.ida.gov.sg/doc/About%20us/About_Us_Level2/20071005103551/01_iN2015_Main_Report.pdf)

# iN2015-SINGAPORE INTELLIGENT ISLAND STRATEGY

**iN2015 Digital Media and Entertainment Goal:**  
Establish Singapore as a digital media and entertainment capital offering innovative content, services and technologies to the world



**iN2015 Tourism, Hospitality and Retail Goal:**  
Using infocomm to transform the tourism and retail sector, differentiating Singapore as a leading travel destination

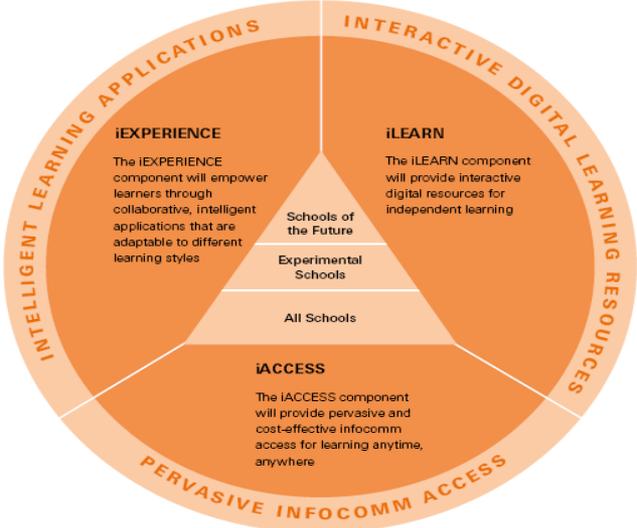
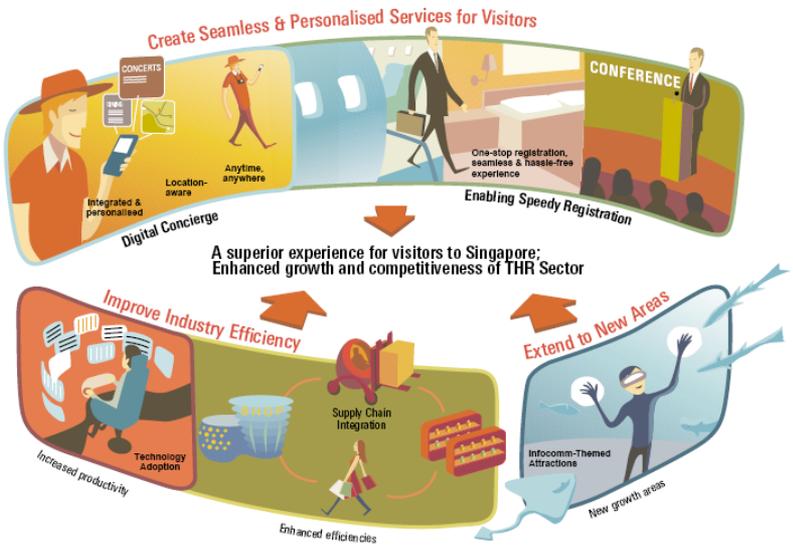
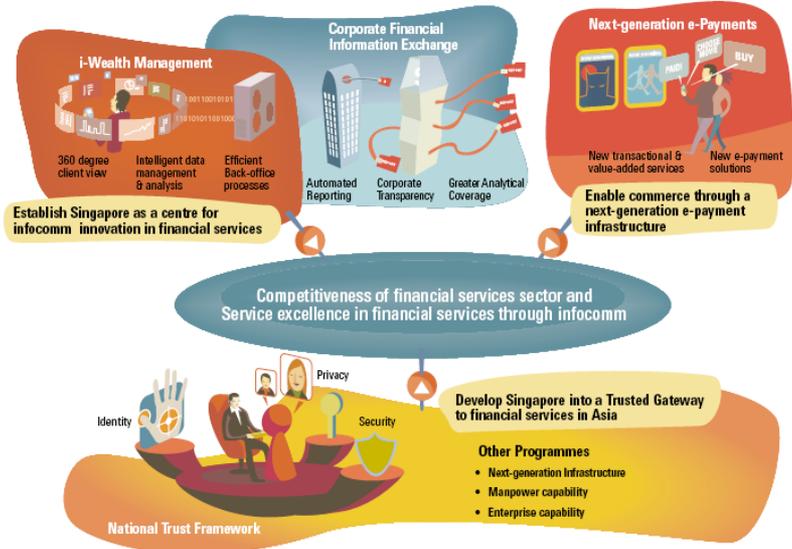


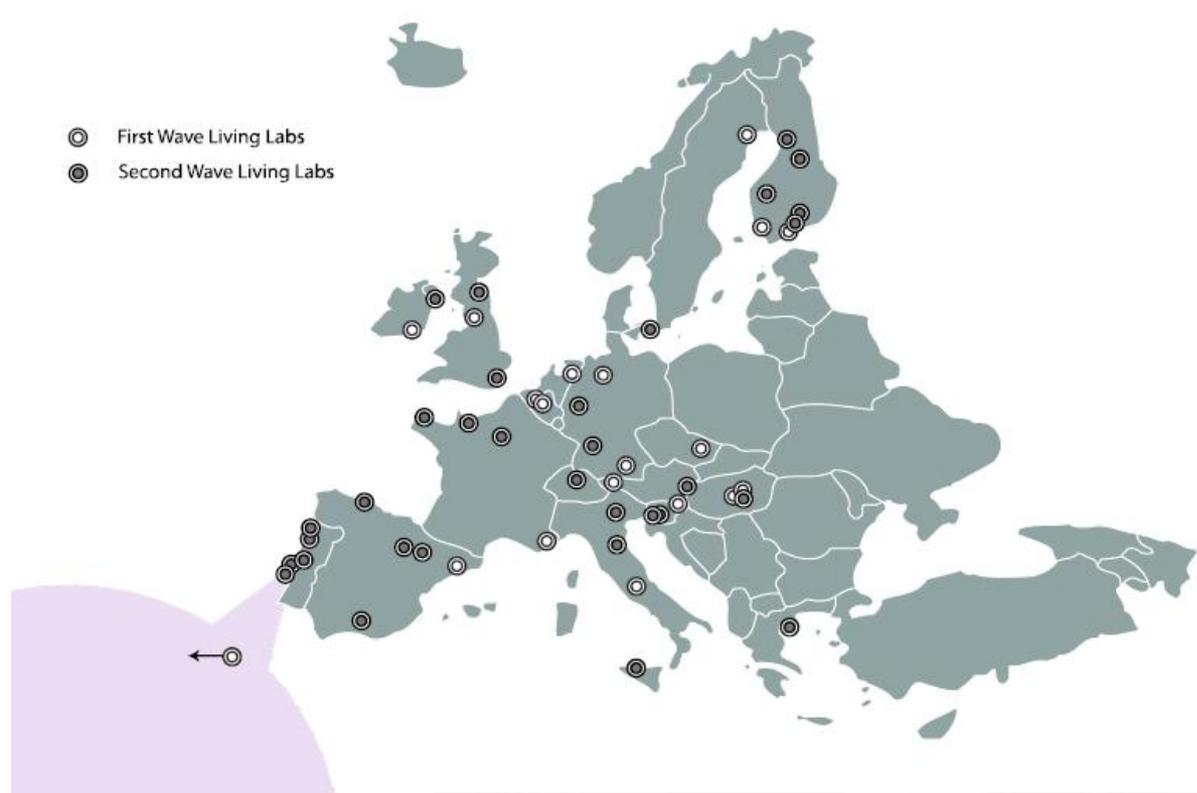
Figure 3-13: EdVantage Programme

**iN2015 Financial Services Goal:**  
A trusted gateway to emerging Asia, an innovative hub for financial services, powered by infocomm



# A new set of strategies

## (2) LIVING LABs (Innovation testing city-districts)



### The concept

Living Lab is a new concept for R&D and innovation to boost the Lisbon strategy for jobs and growth in Europe. So what are Living Labs? The answer depends on who you ask because of the big differences between running Living Labs. But one thing is common for all of us; the human-centric involvement and its potential for development of new ICT-based services and products. It is all done by bringing different stakeholders together in a co-creative way.

Film about Living Labs >  
Voices >  
More about Living Labs >

# A new set of strategies

## LIVING LABS

### European Network of Living Labs: Human Dimension of Technology

**As part of the official programme of the Finnish Presidency, the European Network of Living Labs is being launched on 20 November in Espoo, Finland. The initiative aims to set up a new European Innovation Infrastructure where users play an active role in the innovation and can influence this to better serve their own needs.**

(20/11/2006) Living labs move research out of laboratories into real-life contexts to stimulate innovation. This allows citizens to influence research, design and product development. Users are encouraged to co-operate closely with researchers, developers and designers to test ideas and prototypes.

Functioning as Public-Private Partnerships, especially at regional and local level, living labs provide some advantages over "closed labs": They stimulate new ideas, provide concrete research challenges and allow for continuous validation of research results. At a pan-European level, a large-scale network of living labs could become a strong tool for making the innovation process of industry more efficient and dynamic by stimulating the involvement of citizens of differing cultures and societal backgrounds who can provide rich feedback in context on the use and impact of the technologies being researched.

The European Network of Living Labs is launched just as a large group of experts gathers in Finland for the IST Event 2006. Several conference sessions will explore in detail the living labs approach, and offer researchers across Europe the opportunity to become involved.

The concept has already been embraced by industry and other stakeholder organisations. Concrete examples of living labs already operating include the Helsinki Living Lab (in Arabianranta), Mobile City Bremen in Germany, the Botnia Lining Lab in Sweden and Freeband in the Netherlands.

#### **Launching Event**

**Speech of Finnish Prime Minister Matti Vanhanen**

**IST 2006 Networking session**

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*Source: Living Labs Europe <<http://www.livinglabs-europe.com/>>*

# A new set of strategies

## HELSINKI LIVING LAB

Forum Virium Helsinki is a cooperation cluster developing new customer-driven digital services and contents. Forum Virium Helsinki is founded by many significant players in the sector of digital services: the anchor companies of the cluster are Digita, Elisa, Nokia, TeliaSonera, Finnish Road Enterprise, TietoEnator, Veikkaus, WM-data, YIT-Group and Finnish Broadcasting Company. The partner companies are Hewlett-Packard, IBM, Plus TV, S-group, Siemens, SWelcom and Vaisala. The public sector is represented by the City of Helsinki, SITRA (The Finnish National Fund for Research and Development), TEKES (National Technology Agency of Finland) and VTT (Technical Research Centre of Finland).

### Description of Concept

Forum Virium forms the Helsinki Living Lab together with ADC Ltd. The activities of Forum Virium Helsinki build around the actual future concepts, programs and projects of the partner companies. The overall goals of Forum Virium Helsinki are:

#### *Acceleration of future concepts, programs and projects*

- bring together different players, support cooperation and the implementation of projects, programs and concepts.
- acquire funding for future programs.

#### *Networking*

- expand the partner network of Forum Virium Helsinki, coordinate internal and external communication of the cluster.

#### *Development of the innovation environment*

- develop the innovation process of Forum Virium Helsinki, support Open Innovation activities.

#### *Development of the Helsinki region*

- actively participate into the development of Helsinki region.

The six focus areas of the projects of Forum Virium Helsinki are: Traffic in metropolitan area; Healthcare; Education; Retail trade; Digital home environment; Multi-channel distribution of events.

# A new set of strategies

## NORMANDY LIVING LAB

The Normandy Living Lab generates propitious conditions for the development of innovative products and services in the fields of m-logistics, m-payment, m-health, m-tourism, m-marketing and m-citizen, by systematically integrating the end user within the innovation process.

The Normandy Living Lab relies on skills, networks and resources provided by the Secure Electronic Transactions (TES) and Normandie Seine Logistique (LSN) Competitiveness Clusters. The NLL is administrated by the TES Cluster.

### Concept

The NLL is involved in the various phases required before the advent of an innovative product on the market: societal observation and study (usage, legislation, economy...), development of product concepts and, finally, life-size prototype experimentation on large scale populations.

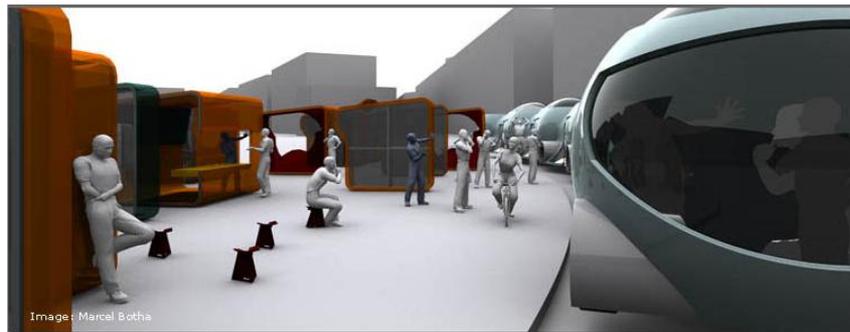
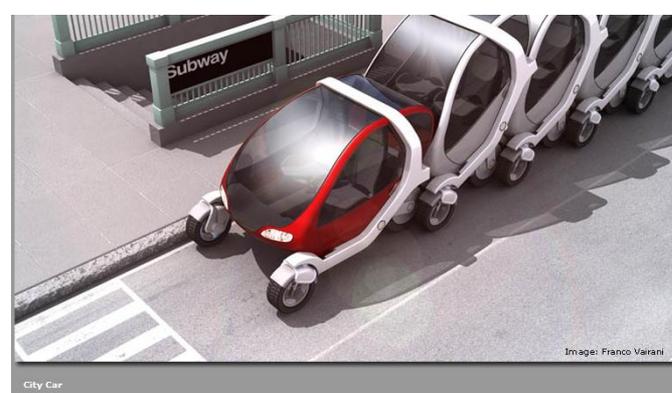
The lab's field of activity covers secure electronic transaction technology and usage, targeting both individuals (payment via mobile phones, NFC, computer ticketing...) and organisations (secure intercompany exchange, public authorities, etc...) and the know-how connected to the management of the logistic flows.

The NLL comprises three operational units, each working independently:

- The *Usage Observatory* is an academic unit providing sociological guidance and trends, the latest update in legislation and the socio-economic dynamics involved in secure electronic transaction usage etc. The unit's missions include the detection and transmission of pertinent signals on users and the environment within which they live.
- The *Innovation Institute* tests product concepts resulting from the best possible creative fusion between consumer and market trends and the state of the art in current knowledge.
- And finally, the *Experimental Centre* weighs experimental products against users within a context as close as possible to reality.

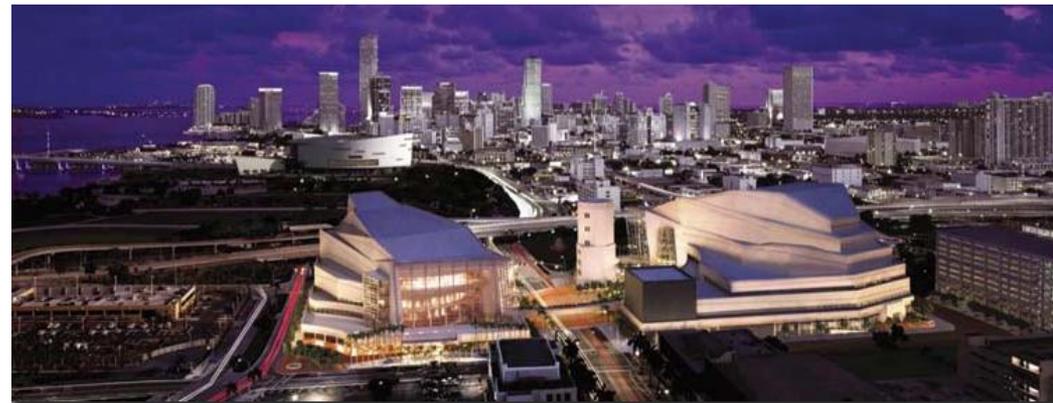
# A new set of strategies

## (3) INTELLIGENT ENVIRONMENTS (Bottom-up)



### Smart Mobility Rethinking the Paris Bus Line

Working in close collaboration with the French public transportation authority RATP, we examine the concept of smart mobility in the city context, considering a bus line as a starting point to rethink multimodal urban transportation systems.



### Designing the Performing Arts Center of the Future Performing Arts Center of Greater Miami



Source: Smart Cities Lab

<http://admissions.media.mit.edu/research/group/smart-cities>

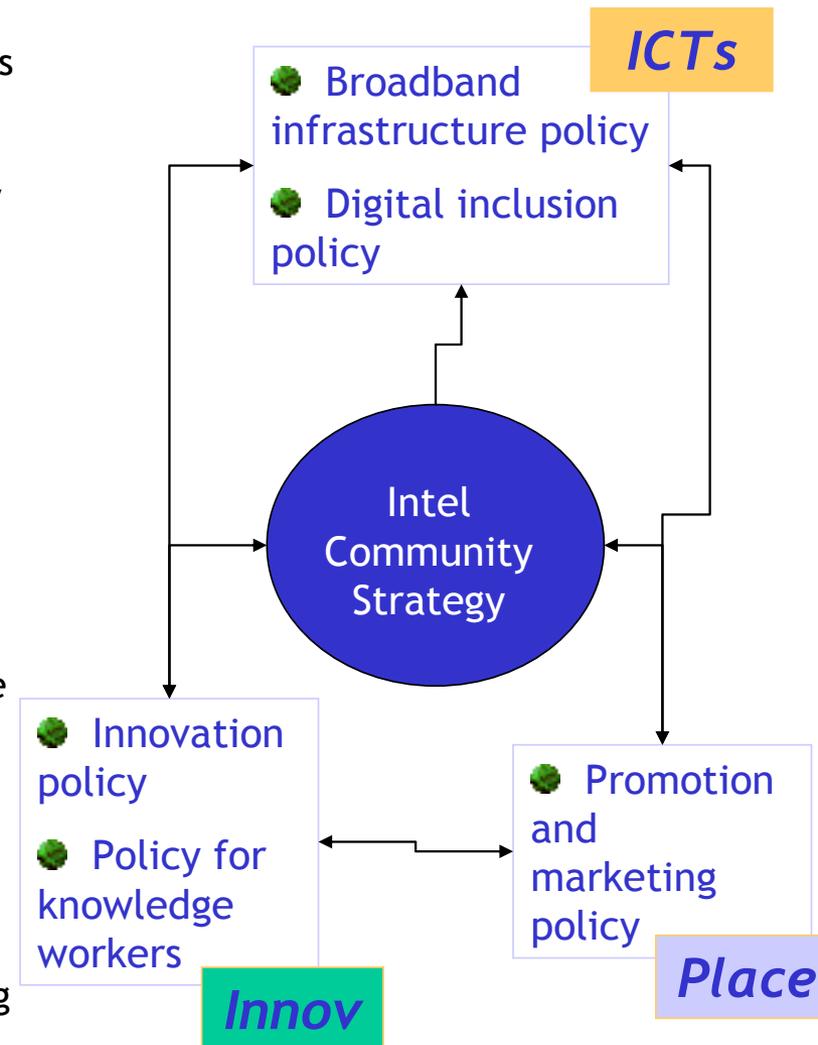
# A new set of strategies

## (4) MULTI-CORE INTELLIGENT COMMUNITIES (Top + Bottom)

### Taipei, Award of Top Intel Community 2006

Among the achievements were Taipei's 88 technology incubators, which continue to produce new businesses, products and technologies for the global market. During 2005-06, over 2,000 new businesses have been launched. In addition, the community has 45 R&D centers, including the Taipei Technology Corridor, which consists of two major science and technology parks, with a third one in development, that currently employ more than 85,000 knowledge workers in 2,200 companies. The most significant industry continues to be ICTs and nearly 400,000 jobs have been created in two years in telecommunications and science and technology services.

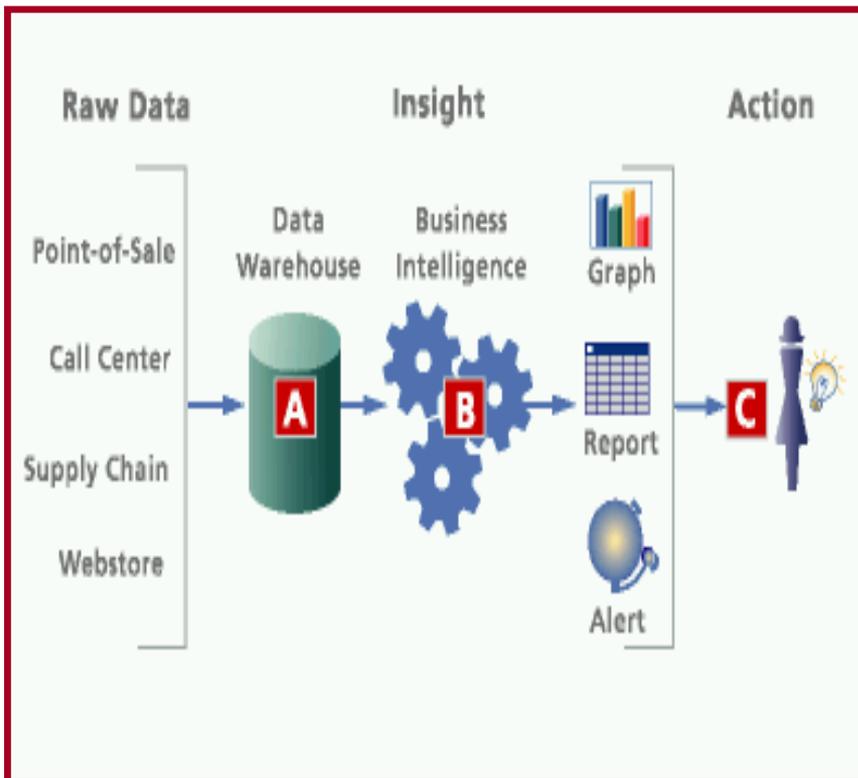
Taipei is also one of the world's top three cities for broadband deployment, with PCs in 88% of homes and 77% of households connected to ADSL service. 90% of all wireless access points are made in and around Taipei. The government's M-Taipei initiative continues to stimulate all important applications for mobile phones, laptops and other devices. It has successfully reinforced a 'culture of use' among citizens. The "Mayor's Mailbox," provides citizens with a direct voice to their government. Nearly 5,000 cases are handled on-line each month. Taipei also has focused on modernized health care, media and banking systems. It is providing free Internet training and service to 2,000 students affected by the Tsunami disaster.



# Policy measures: Innovation systems / clusters going global

## STRATEGIC INTELLIGENCE

Have a strategic view on markets and technologies.  
A field of innovation which has enormously profited from collaborative digital spaces is strategic intelligence.

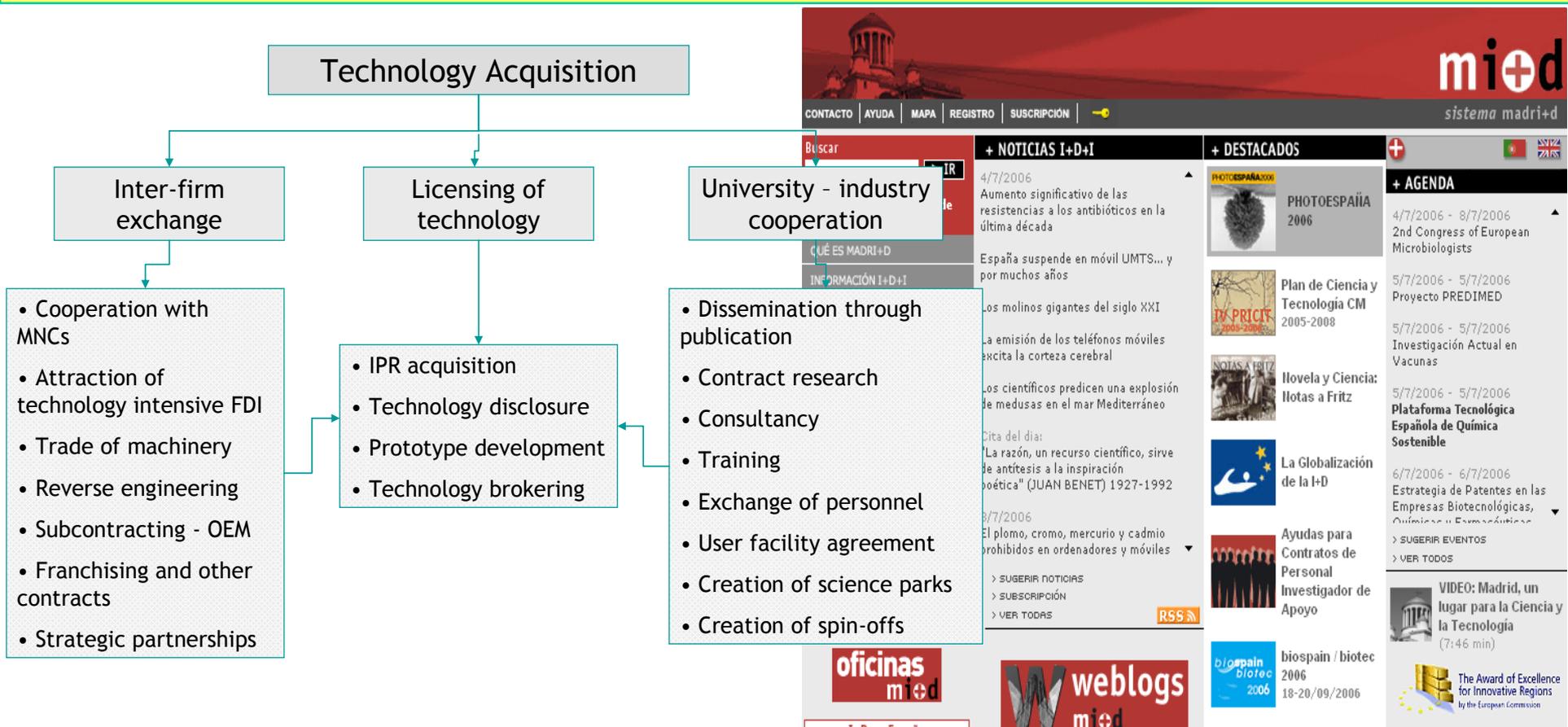


The screenshot shows the Textile Intelligence website interface. The page features a navigation bar with 'MyTI', 'Market Intelligence', 'Business Floor', 'Products & Services', 'Trade Resources', and 'Corporate'. Below this is a 'Subscription' and 'Industry Reports' section. The main content area displays 'Latest 5 Articles', including 'FLAME RETARDANTS IN TEXTILES', 'Russian Textile: Redemption post Redemption post disintegration', and 'NanoTechnology : A closer look and its uses in textiles'. Each article includes a brief description, a date, and a 'Price' field. The right sidebar contains 'PUBLICATION' and 'MARKET DISCOVERY' sections.

Digital space for cluster intelligence

# Policy measures: Innovation systems /clusters going global

## GET THE BEST AVAILABLE TECHNOLOGY

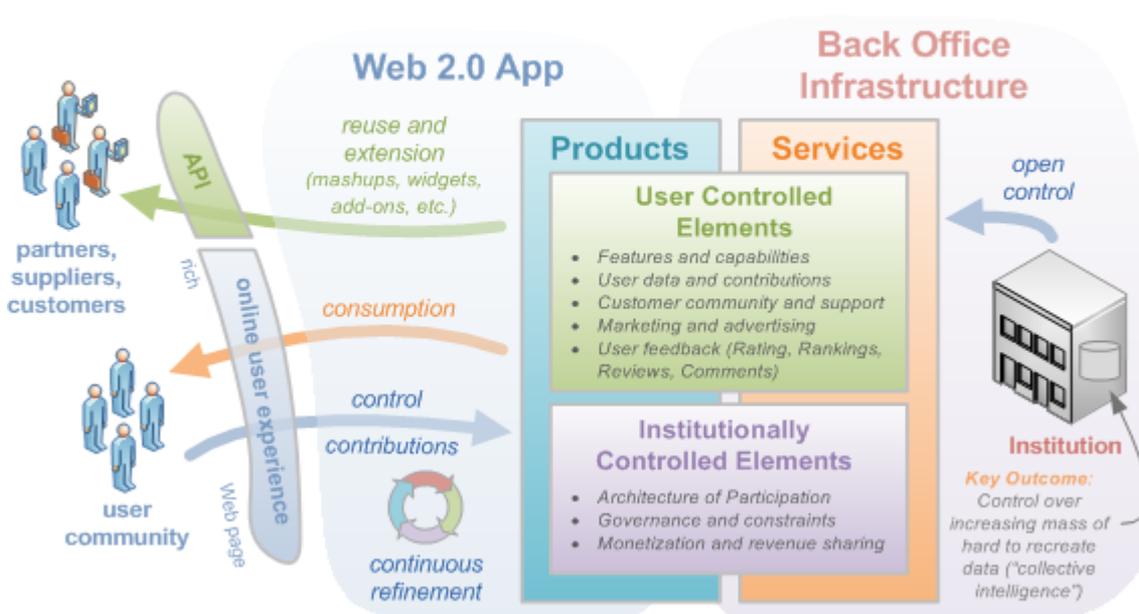


**Collaborative spaces of tech transfer:** Knowledge networks in technology transfer are substantially enhanced by digital community spaces. Technologies are stored into databases and online marketplaces of technology for license are created. Technology marketplaces are coupled with online services: consulting services assessing a portfolio of intellectual property; evaluation; legal assistance through the deal-making process.

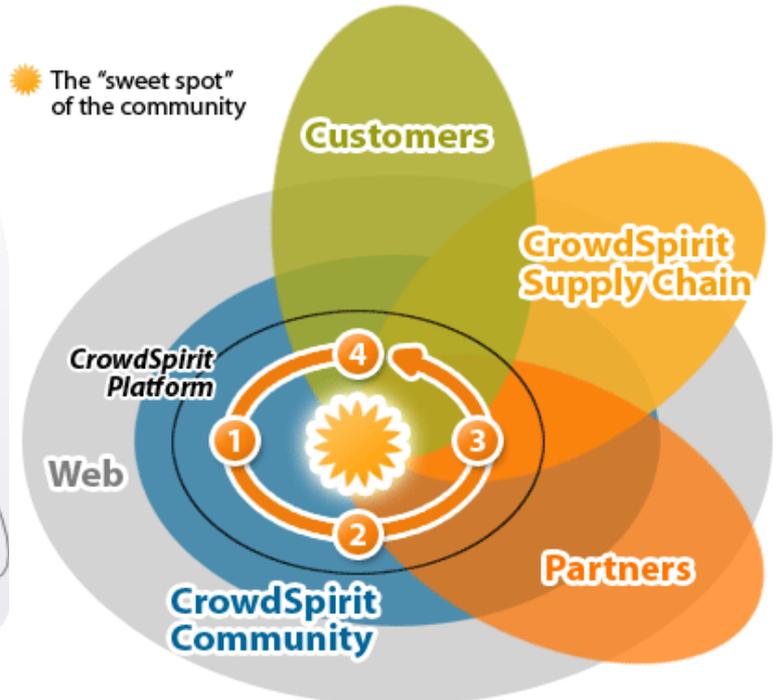
# Policy measures: Innovation systems / clusters going global

## COLLABORATIVE INNOVATION - INVOLVING PEOPLE

### Product Development 2.0: Using the Web to Put Users in Control and Co-Create Better, Richer Products Faster



☀ The "sweet spot" of the community



Source: <http://web2.wsj2.com>

Collaborative innovation environments based on community spaces are expert systems that may lead to problem resolution step-by-step, for instance through the stages of new product development

## GLOBAL MARKETING - PROMOTION

### VIRTUAL MARKETPLACES

Promotion of clusters, products and services are mainstream functions of digital marketplaces.

Digital promotion take multiple forms: direct marketing, attraction of people and investments, procurement and purchasing, auctions, community and e-government services.

The image shows a screenshot of the website [www.inparma.it](http://www.inparma.it), which features a virtual tour of a clothing store. The website header includes the URL, the tagline "The whole city in a click!", and a "CLICK HERE AND ENTER" button for a "Virtual TOUR". The navigation menu includes "HOME", "ABOUT US", "ADVERTISING", "HELP", "JOIN US", and "ITALIANO". The left sidebar contains a list of categories: "Immobili", "TURISMO" (Virtual Tour, Guida al turista, Parma in tavola, Ristoranti, Alberghi, Parma by night), "VIVERE A PARMA" (Cinema, Teatro, Musica, Arte, Incontri, Libri, Fiere, Il culto a Parma, Per i più piccoli, Feste e sagre, Sport, Fitness, Parma notizie), "SERVIZI" (Servizi di utilità, Link della città, Altri link, Numeri utili, Finanza on-line, Assicurazioni), and "INPARMA" (Chi siamo, Pubblicità, Help, Collabora con noi, Copyright).

The virtual tour image shows a clothing store interior with a wooden counter, a large potted plant, and shelves of folded clothes. The store is branded with "afra adorni" in a handwritten font on an orange sign. Other brands visible include "No.Lita north little italy N.Y.C.", "MASON'S WOMAN RITES", "CIVIDINI CASHMERE", "Belstaff", "MONCLER GRENELLE", and "MICHIKO KOSHINO". The name "Cristiano Fissore" is written in a cursive font at the bottom right of the image. An orange banner at the bottom of the image displays the address "Via XXII Luglio, 2/B Parma" and the phone number "Tel. 0521237982".

# Policy measures: Innovation systems / clusters going global

## COMPANY INCUBATION



Home

Incubator Innovation Management

Technology & Market Intelligence

New Product Development

Marketing Innovation

Incubators can **MANAGE** the innovation progress of the incubating companies. Companies can **WATCH** technologies and markets, **DEVELOP** new products, and **PROMOTE & SELL** their products and services.

### TECHNOLOGY & MARKET WATCH

The tool incorporates intelligent features to find, filter and develop information on technological advancements, competition, and market environments.

[DOWNLOAD GUIDE](#) [USE TOOL](#)

### NEW PRODUCT DEVELOPMENT

The tool is complete guide that supports incubating firms during their new product development process, which is a major process in their start-up steps.

[DOWNLOAD GUIDE](#) [USE TOOL](#)

### INNOVATION MARKETING

The tool helps incubating firms to build their website. It also provides a marketplace where they can promote and sell their innovative products and services.

[DOWNLOAD GUIDE](#) [USE TOOL](#)

### INCUBATOR MANAGEMENT

The tool helps the incubator's management unit to monitor and assess the innovation progress of the incubating firms from the entry until their graduation.

[DOWNLOAD GUIDE](#) [USE TOOL](#)

### About MediCube Project

The aim of MEDI-CUBE is to create a fertile environment within the Incubating unit in order for innovation to flourish. The outcome of the project is the creation of a network of incubators, developing a strategic alliance in the area, that will facilitate transfer of technologies in innovation management. [Visit MediCube site »](#)

### About Incubator's On-line Platform

The platform aims to facilitate the transfer innovation and technology to tenant companies. Through sixteen pilot implementations it will be adapted to different business environments and sectors, such as food, IT, health, telecommunications, energy, automation, etc.

*A platform offering to small companies within incubators advanced NPD and marketing services*

# Conclusion

## POST-RIS: TOWARDS GLOBAL SYSTEMS of INNOVATION

### Three-layer systems

#### 1- Physical space / agglomeration

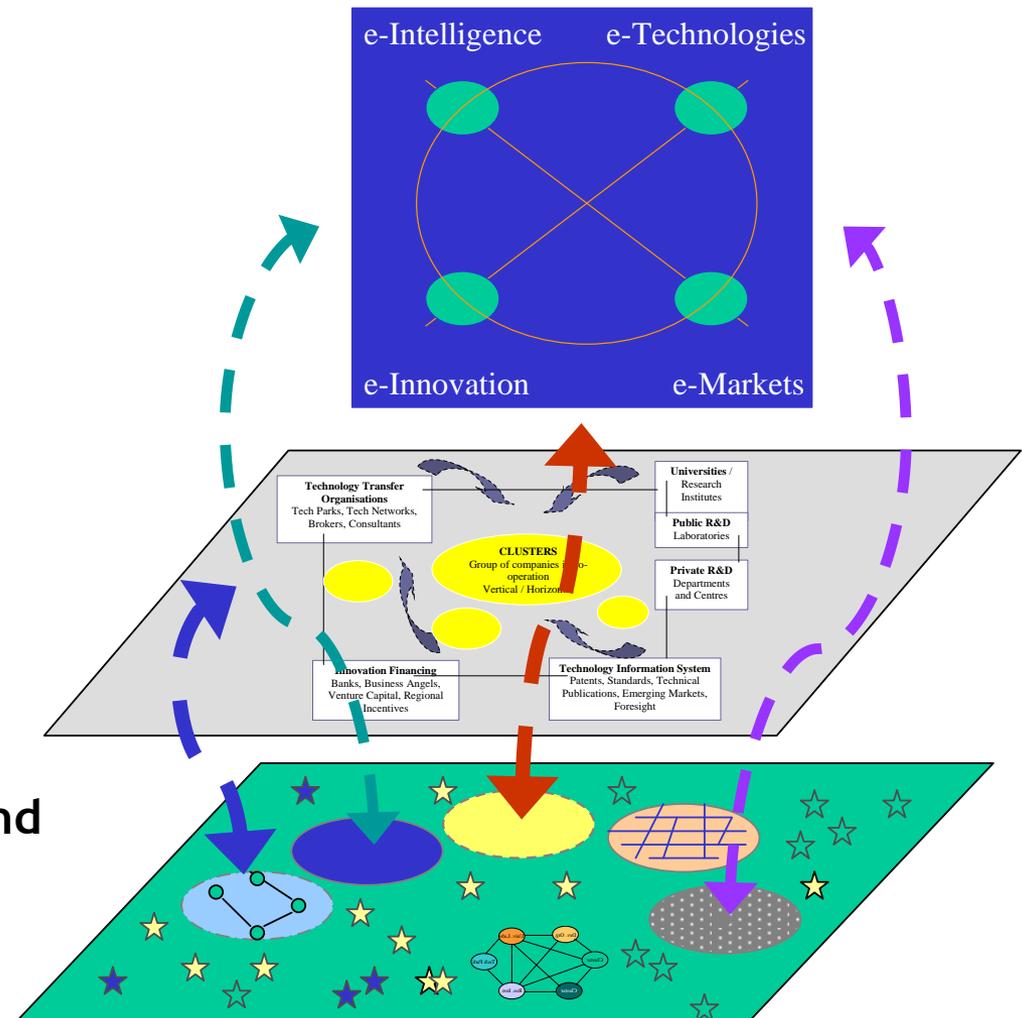
- People's networks
- Clusters
- Tech districts
- Incubators
- Regional / sub regional systems

#### 2-Institutional space / innovation mechanism - policy instruments

- Information mastering
- Technology transfer
- New product development
- Innovation funding

#### 3-Digital space / communication and knowledge management tools

- Portals
- Agents
- Collaborative platforms
- Web 2.0



# Conclusion

# POST-RIS: TOWARDS GLOBAL SYSTEMS of INNOVATION

Every district of a city / region

- Productive cluster
- Technology district
- Central-city area of services
- Technology park
- Incubator
- University campus

should develop / deploy its knowledge functions on a global scale

using broadband networks, digital cooperation spaces, and online services.

Home
Strategic Intelligence
Technology Dissemination
Collaborative Innovation
New Company Incubation
Virtual Tour & e-Market



## Intelligent City Platforms

Intelligent cities are **systems of innovation** combining innovative clusters, technology learning institutions, and digital innovation spaces. The platforms enable the creation of digital spaces facilitating five key innovation processes.

### Intelligent City Platforms

- ❏ **Strategic intelligence**, allowing to gather, analyze and disseminate information about technologies, markets, and competitors;
- ❏ **Technology dissemination**, allowing to acquire and adapt existing knowledge;
- ❏ **Collaborative innovation**, for creating networks of product design and new product development;
- ❏ **New company creation**; and
- ❏ **Online marketing** of products, promotion and delivery of services.

### Strategic intelligence

The Strategic Intelligence Platform supports research, analysis and dissemination of information about technologies, markets, and competitors. It is designed to be used by researchers, analysts, and decision makers. The platform is available in multiple languages and provides a user-friendly interface.

**Key features:**

- Real-time monitoring of market trends
- Customizable dashboards
- Advanced search and filtering capabilities
- Integration with external data sources
- Multi-user access and collaboration
- Mobile-friendly design
- Regular updates and maintenance
- Comprehensive user support and training

### Technology Dissemination

The Technology Dissemination Platform supports the dissemination of information about technologies, markets, and competitors. It is designed to be used by researchers, analysts, and decision makers. The platform is available in multiple languages and provides a user-friendly interface.

**Key features:**

- Real-time monitoring of market trends
- Customizable dashboards
- Advanced search and filtering capabilities
- Integration with external data sources
- Multi-user access and collaboration
- Mobile-friendly design
- Regular updates and maintenance
- Comprehensive user support and training

### Collaborative Innovation

The Collaborative Innovation Platform supports the creation of networks of product design and new product development. It is designed to be used by researchers, analysts, and decision makers. The platform is available in multiple languages and provides a user-friendly interface.

**Key features:**

- Real-time monitoring of market trends
- Customizable dashboards
- Advanced search and filtering capabilities
- Integration with external data sources
- Multi-user access and collaboration
- Mobile-friendly design
- Regular updates and maintenance
- Comprehensive user support and training

### New Company Incubation

The New Company Incubation Platform supports the creation of new companies and the development of new products. It is designed to be used by researchers, analysts, and decision makers. The platform is available in multiple languages and provides a user-friendly interface.

**Key features:**

- Real-time monitoring of market trends
- Customizable dashboards
- Advanced search and filtering capabilities
- Integration with external data sources
- Multi-user access and collaboration
- Mobile-friendly design
- Regular updates and maintenance
- Comprehensive user support and training

### Virtual Tour & e-Market

The Virtual Tour & e-Market Platform supports the creation of virtual tours and the sale of products. It is designed to be used by researchers, analysts, and decision makers. The platform is available in multiple languages and provides a user-friendly interface.

**Key features:**

- Real-time monitoring of market trends
- Customizable dashboards
- Advanced search and filtering capabilities
- Integration with external data sources
- Multi-user access and collaboration
- Mobile-friendly design
- Regular updates and maintenance
- Comprehensive user support and training

## Further reading

# POST-RIS: TOWARDS GLOBAL SYSTEMS of INNOVATION

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**Globally open systems of innovation:  
a challenge to all regions**