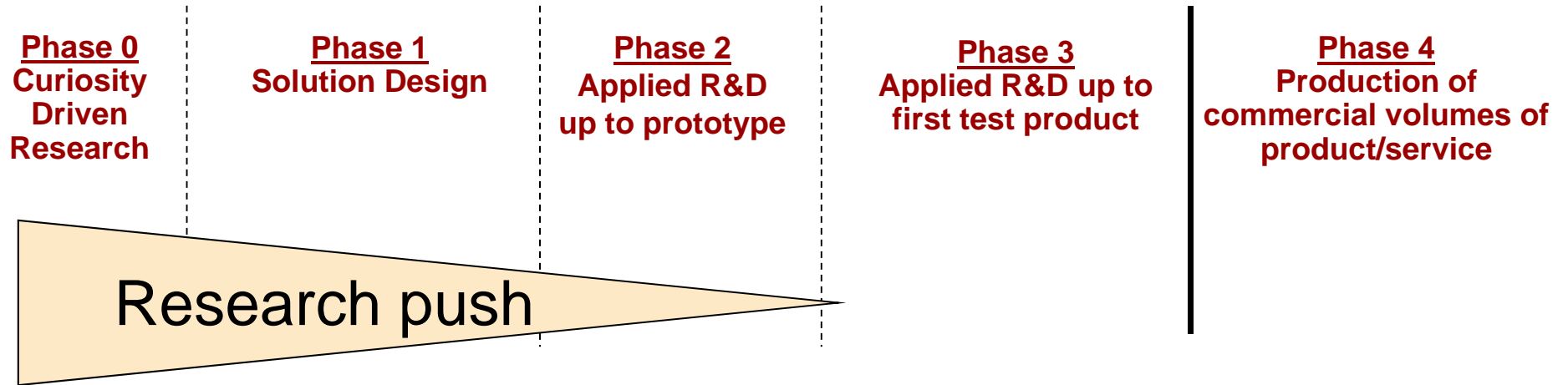


# It's all about Time To Market

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# There is a focus on research push



# Political supply programs to increase competitiveness

Phase 0  
Curiosity  
Driven  
Research

Phase 1  
Solution Design

Phase 2  
Applied R&D  
up to prototype

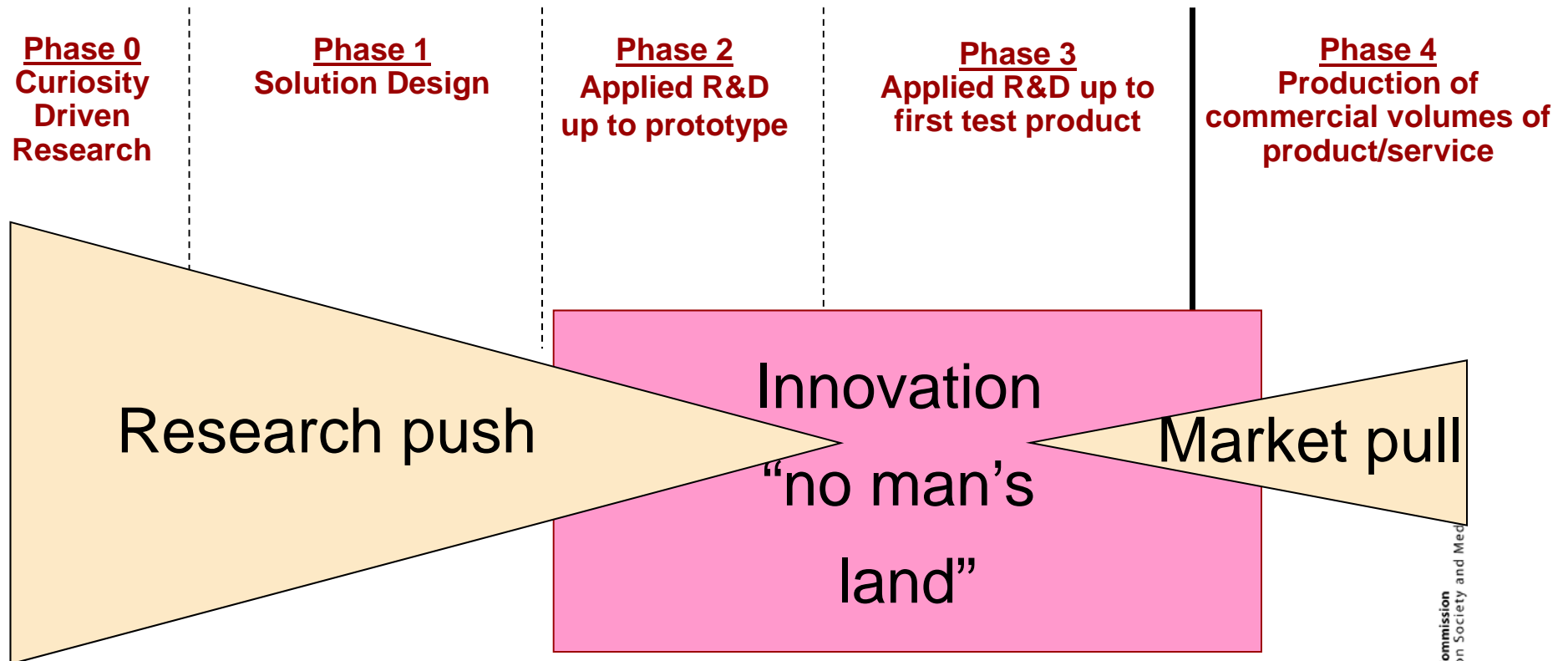
Phase 3  
Applied R&D up to  
first test product

Phase 4  
Production of  
commercial volumes of  
product/service

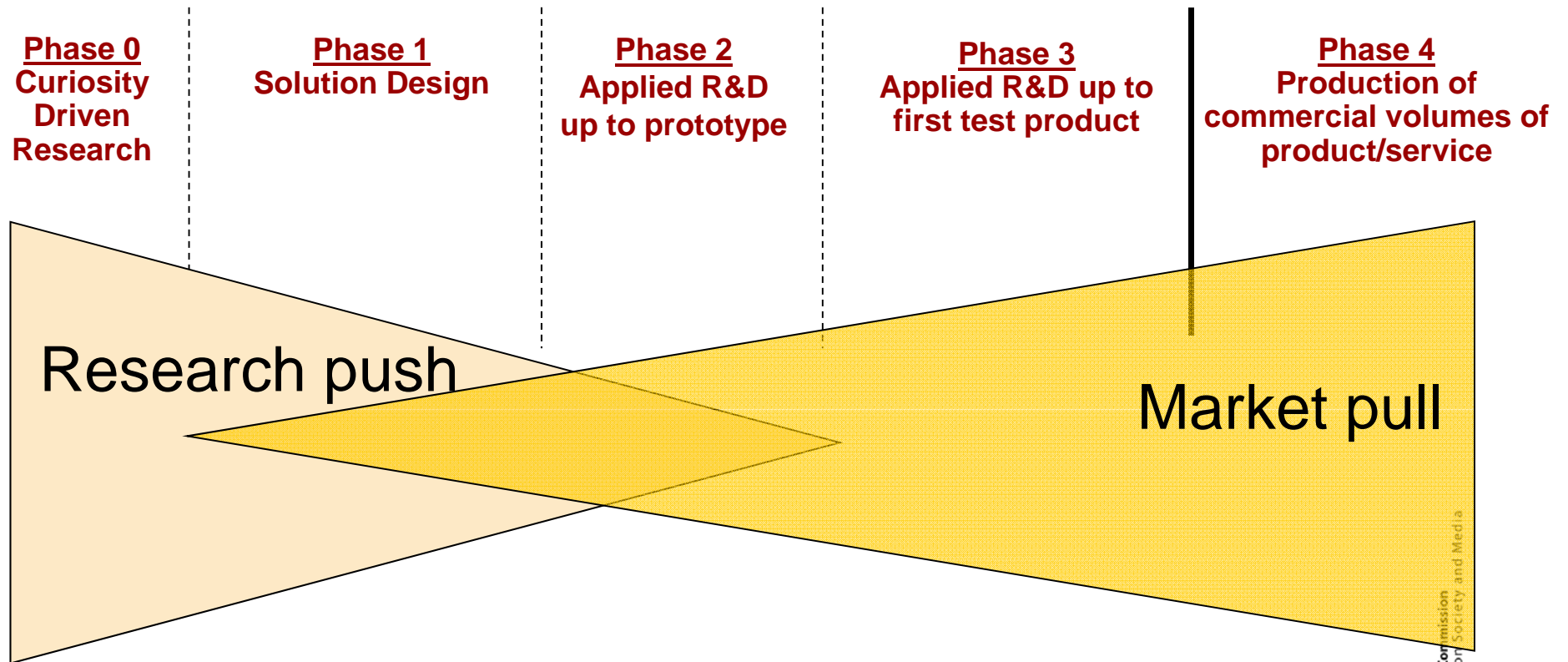
IT  
Bio- and Nanotech  
Robotics  
Clusters

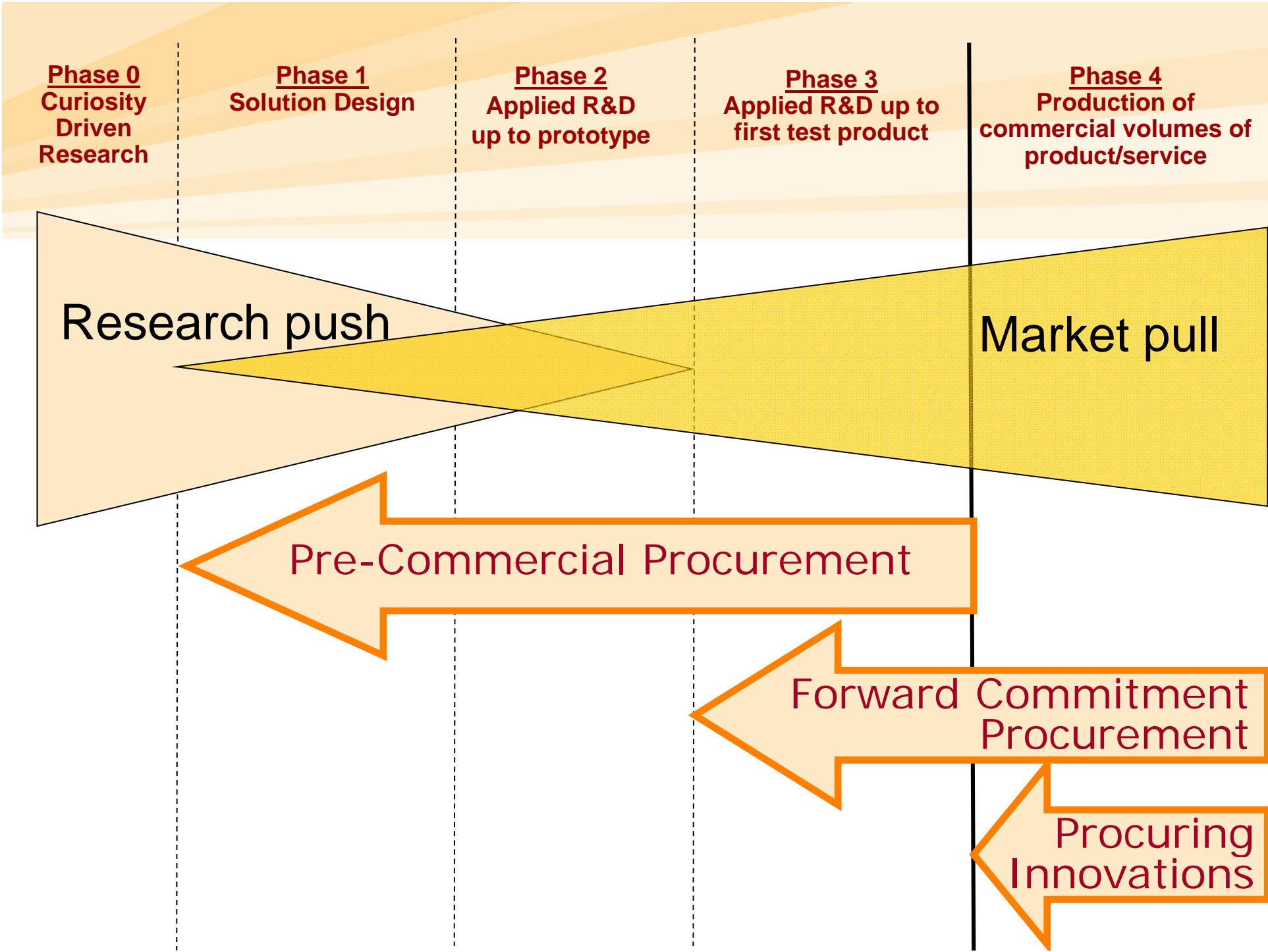


# There is a missing link in the innovation cycle



# The missing link: User-driven innovation






# The US and the European Public Sectors have enormous purchasing power

## 2000 Billion €

In Europe only some **3 billion €** is used for procuring the research and development of new products and services

US spent 2004 **50 billion \$**, mostly on defence, but still *four* times as much as Europe in areas as health and energy





*The winners are  
those that are the  
first to the market*





*User-driven innovation  
of new products and  
services can help to  
address the needs of  
tomorrow*



# The European public sector is facing major challenges

- Climate
- Energy
- Transport
- Health
- Security



# Key factors for success

- Build the culture
- Political backing, e.g. 2,5% of procurement spent on PCP
- National programs built on real needs and first buyers
- Cooperation procurers and innovation agencies



# How can it work? E.g. for 5 Mio € call

