

IDENTITY, VISION & ACTIONS

WHO WE ARE



The Territories of Tomorrow Foundation (TTF) <www.territories-of-tomorrow.org> aims at favouring the development of knowledge-based economy and society at the local level. It was created in July, 2007 with the following founding members:

- The **European Network of Digital Cities**—A network of professionals from local authorities, businesses and universities in 18 European countries, representing 140 cities and territories <www.villesnumeriques.org> ;
- **ARENOTECH** (Association for Art, Education and New Technologies)—Gathering almost 5000 professionals across Europe involved in developing and promoting culture and knowledge with the help of new technologies <www.arenotech.org> ;
- The Digital Observatory—dedicated to picturing technologies and new forms of communications <www.espaces-multimedia.org> ;
- **Society of the Future**—A European-wide think tank on innovation trends and prospective (2020-2030).

TTF has cooperated with such companies as Alcatel, CISCO, Microsoft, Nokia as well as local and national authorities in Spain, France, Germany, Italy, Austria, Bosnia, Croatia. Ambitious programmes have been launched in Rabat (Morocco), Alexandria, Dakar, Shanghai, Beijing, Hyderabad (India), Buenos Aires, Havana... In France, TTF is taking part in the creation of a European-wide, very high bandwidth agency including a showroom and a resource centre. TTF has also participated in the creation of a training centre for territorial executives in central France (Clermont-Ferrand), with a focus on prospective thinking. In the Nantes university, TTF is responsible for the teaching programme on knowledge-based economy.

The "Tomorrow's Territory" label provides an adequate framework for long-term cooperation with local authorities. The Foundation's experts thus work with two "diputaciones" of the Basque country (San Sebastian and Bilbao) as well as the Communauté de Communes du Nord de la Martinique.

The following regional representations in the world have been created:

- The Europe-Africa Institute in Dakar (Sénégal), with the support of the Senegalese presidency;
- The Europe-Asia Institute in Beijing, under creation, in partnership with the Chinese government;
- The Europe-Latin America Institute in Buenos Aires, in partnership with local universities;
- The Euro-Mediterranean Institute in Rabat (Morocco), with governmental support (under creation).

An additional representation is planned in Montréal (Canada). These representations aim at helping local initiatives such as the creation of Knowledge Centres, Living Labs, Knowledge Areas, or Smart Territories.

OUR VISION

We think that the economy of tomorrow will be based, first and foremost, upon knowledge and the way it is organised and used. At the scale of a territory, this necessarily implies to develop and optimise, at the same time, both **local capacities** and **external links**.

Developing local capacities requires reaching a high level of cooperation and involvement between such different players as local searchers, businesses and local authorities. In many places, this means significant changes in mentalities and practice.

The lack of external links is a major cause for failure of several existing technological clusters. Creating and strengthening these links imply, first of all, to acquire precise information about the existing international networks, about their practice, successes and failures (In the European Union alone, for example, there is no less than 30 important knowledge and innovation networks.) Furthermore, the requirements and benefits of external cooperation must be strongly taken into account at all stages of the design and development of the local knowledge capacities.

Prospective thinking is another strong requirement to succeed in today's and tomorrow's knowledge-based economy. As an example, Nokia's shift from wood exploitation to mobile telephones came as the result of a prospective and strategic approach involving local partners, including universities and public authorities. Today, Nokia still concentrates on future product usages. Its "Living Labs" imagine and design the mobile handsets of tomorrow with strong involvement of users and local partners.

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WHAT WE CAN DO

The Territories of Tomorrow Foundation can assist local authorities in dealing with three main issues: **Build a knowledge map**; **Share knowledge**; **Organise a knowledge centre**.

Building a Knowledge Map	
Definition	<ul style="list-style-type: none"> - To identify formalised and non formalised knowledge existing within any organisation of the territory. (Among non formalised knowledge is, for example, traditional or recent research or business practice.) - The Knowledge Map reveals both capacities and needs in the fields of research and industry. It is designed in a dynamic way to integrate future developments.
Advantages	<p>An invaluable document for external and internal players :</p> <ul style="list-style-type: none"> - Local knowledge is a key factor to attract investors (local recruitment and partnerships...) - Local universities can adjust their research and teaching capacities - Local businesses no more ignore the resources available locally - Local authorities can improve their prospective thinking, better design their development strategies, focusing on knowledge development.
Examples	<ul style="list-style-type: none"> - Mataro, a middle-size city near Barcelona, built its Knowledge Map in partnership with the Cataluna University and TTF. The map became the basis of several investment projects. - The city of Nantes, a major city on the French Atlantic coast, has launched a Knowledge Map project in partnership with TTF.

Sharing Knowledge	
Definition	<ul style="list-style-type: none"> - Knowledge to be shared range from joint R&D initiatives to market data and analyses. - Knowledge can be shared with external players as well as within the territory. - TTF suggests a methodological and legal framework to guarantee the protection of the players who share their knowledge. Such a protection is crucial for small and middle businesses in particular, since they usually do not have the means to ensure such a protection by themselves. - Local authorities should play an important role in initiating and supporting the sharing process. TTF's methodology explains why and how.
Advantages	<ul style="list-style-type: none"> - Sharing knowledge with other players is now considered as a key requirement for advanced sectors. Multiple types of research and industrial synergies are made possible. - Sharing knowledge is also seen by many investors as an attractiveness factor
Examples	<ul style="list-style-type: none"> - Through "competence networks", the Land of Bavaria has helped local businesses to partner with local and external universities and research centres. As a result, Bavarian companies had their innovation potential significantly increased. - In the Bologna region (Italy), "local production systems" help local companies to join their efforts to expand internationally with bank support.

Organising a Knowledge Centre	
Definition	<ul style="list-style-type: none"> - Knowledge Centres associate local businesses, universities and research centres with the local authorities' organisational and financial support. - They aim at identifying available local resources (Knowledge Map); sharing knowledge within the territory and externally; spreading knowledge among the public (including new training and education initiatives); stimulating strategic and prospective thinking. - Knowledge Centres can be developed in several forms such as Technology Centres (focused on research) or Living Labs (focused on the future usage of products and technologies). - TTF can accompany the creation of such centres or contribute to reshape existing ones.
Advantages	<ul style="list-style-type: none"> - Statistical evidence shows that the territories who organise knowledge efficiently do benefit from multiplied entrepreneurial initiatives and accelerated economic and social development. - New technologies are spread more widely within local economic and social life.
Examples	<ul style="list-style-type: none"> - In Estremadura (Spain), more than 40 knowledge centres offer improved conditions for research and entrepreneurship. Formerly, Estremadura was one of Spain's less developed regions. Now it became an internationally renowned area for open source software. - TTF is accompanying the creation of knowledge areas in Rabat, Morocco and Edmonton, New Brunswick. These projects include the installation of high-technology companies. - In France, TTF has organised or labelled Living Labs in Strasbourg, Central France (Ardèche), Vendée (Atlantic coast), Eastern Paris as well as Versailles-Saint-Quentin. The latter is dedicated to the use of information technologies to promote cultural heritage. - TTF also labelled an e-learning Living Labs in Dakar, Sénégal.

