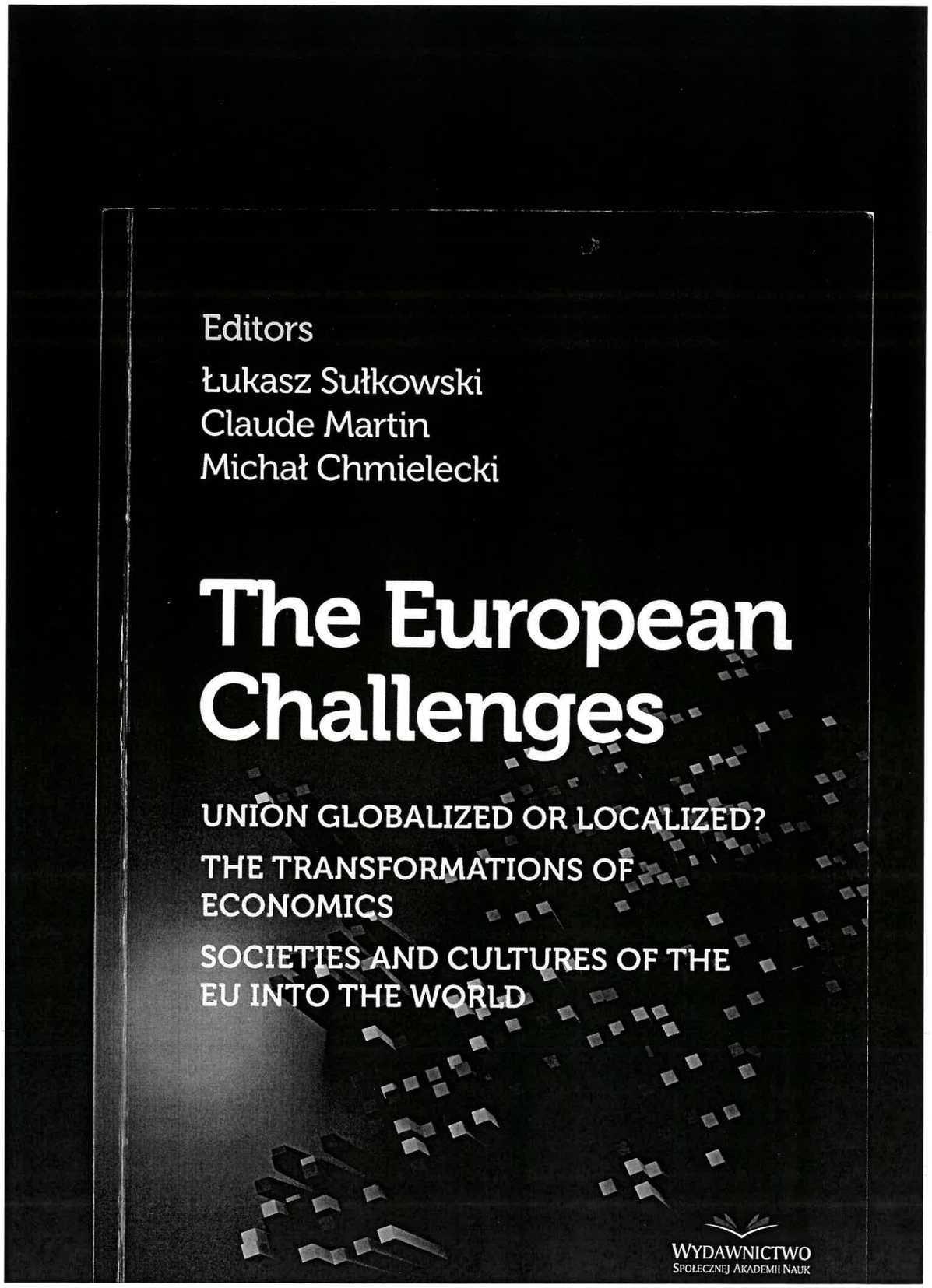

Editors
Łukasz Sułkowski
Claude Martin
Michał Chmielecki
The European Challenges
UNION GLOBALIZED OR LOCALIZED?
THE TRANSFORMATIONS OF ECONOMICS
SOCIETIES AND CULTURES OF THE EU INTO THE WORLD
WYDAWNICTWO
SPOŁECZNEJ AKADEMII NAUK

Editors: prof. dr hab. Łukasz Sułkowski, prof. dr Claude Martin, dr Michał Chmielecki

Typesetting: Witold Kowalczyk

Cover design: Marcin Szadkowski

ISBN 978-83-64971-22-8

Printing and binding: Mazowieckie Centrum Poligrafii | www.c-p.com.pl | biuro@c-p.com.pl

Claude Martin
INTRODUCTION GÉNÉRALE
/ 9

Part I
27

Constantin Anghelache
THE ANALYSIS OF THE ECONOMIC GROWTH OF ROMANIA BY USING LINEAR SIMPLE AND MULTIPLE REGRESSION MODEL
/ 29

Matouk Belattaf, Sylia Belattaf
IMPACTS SOCIOECONOMIQUES DU VIEILLISSEMENT DEMOGRAPHIQUE DE L'EUROPE: TENDANCES, DEFIS, OPPORTUNITES ET PERSPECTIVES
/ 47

Magdalena Grębosz, Jacek Otto
GLOBAL BRANDS FROM EUROPEAN UNION AND THEIR COMPETITIVE ADVANTAGE
/ 77

Silvia Bonifazi, Pamela Terenziani
L'EUROPE ET LES "BARRIERES INVISIBLES": PROTECTION ET COMPETITIVITE
/ 93

Patricia David, Huiyi Gao
L'ATTRACTIVITE DU MARCHE EUROPEEN POUR LES ENTREPRISES CHINOISES: UNE PREMIERE ANALYSE STRATEGIQUE
/ 109

Mario G.R. Pagliacci, Pietro Mandoloni
OUT OF EUROPE: GEO-ECONOMIC CYCLE OF LIFE OF POLYPROPYLENE
/ 131

Alessia Melasecche Germini, Luigi Nunziangeli, Matteo Martini
THINK SMALL FIRST, COUPER LE NOEUD GORDIEN DANS LE RENFORCEMENT DES PME. LA RECETTE EUROPÉENNE
/ 145

Maria Uramova, Marian Suplata, Jan Kollar
LE ROLE DE L'ETAT DANS LES CONDITIONS ACTUELLES DE L'UNION EUROPEENNE
/ 161

Xavier Richet
LES INVESTISSEMENTS DIRECTS ETRANGERS CHINOIS EN EUROPE: STRATEGIES ET LOCALISATIONS
/ 179

Maria João Vieira de Almeida Mortágua
THE EUROPEAN UNION AND THE INTERNATIONAL MIGRATION IN XXI CENTURY: NEW CHARACTERISTICS, NEW WAYS OF INCORPORATION AND NEW SOCIETAL DESIGN
/ 203

Sylvie Avignon
L'INFLUENCE DU DROIT (EUROPEEN ET INTERNE) EN MATIERE DE RSE DANS LE SECTEUR DU TRANSPORT PUBLIC ROUTIER DE MARCHANDISES D'AUTRUI… QUEL NIVEAU DE RSE DANS LE SECTEUR DU TRANSPORT ROUTIER PUBLIC DE MARCHANDISES D'AUTRUI?
/ 219

Cristina Montesi
THINKING LIKE LEONARDO DA VINCI FOR A ZERO WASTE EUROPE
/ 235

Part II
253

Angela Ferri
TTIP: THE EUROPEAN COMMISSION'S STRATEGY TO FACE THE SOCIAL, CULTURAL AND ECONOMIC CHALLENGES
/ 255

Žaneta Lacová, Jozef Horeháj, Marián Šuplata
THE TRANSATLANTIC TRADE AND INVESTMENT PARTNERSHIP AND THE VISEGRAD COUNTRIES
/ 285

Abdenour Mouloud, Matouk Belattaf
LE POIDS ÉCONOMIQUE DE L'UE EN AFRIQUE FACE À LA MONTÉE EN PUISSANCE DES BRIC
/ 303

Anna Tarabasz
THE EU AS AN INTERNATIONAL PLAYER ON ECOMMERCE AND MOBILE MARKET IN COMPARISON WITH OTHER LEADING ECONOMIES OF THE US AND CHINA
/ 321

Ghislaine Pellat, Catherine Peyroux
L'ORIENTATION CLIENT DANS UNE FORMATION UNIVERSITAIRE DE HAUT NIVEAU: DE LA CONCEPTION DU PROJET À SON INTERNATIONALISATION
/ 339

Monika Słupińska
RELATIONAL CAPITAL AND GOVERNANCE AS THE ESSENCE OF THE TERRITORY
/ 355

Matouk Belattaf
FLUX MIGRATOIRES EN MÉDITERRANÉE OCCIDENTALE: ENJEUX ET PERSPECTIVES D'UNE GESTION STRATÉGIQUE, CONCERTÉE ET ÉQUILIBRÉE
/ 367

Magdaléna Přívarová, Andrej Přívara
LA STIMULATION DE LA MIGRATION INTERNATIONALE DES TRAVAILLEURS HAUTEMENT QUALIFIÉS DANS LE CONTEXTE DE LA CROISSANCE ÉCONOMIQUE DURABLE DANS L´UE
/ 391

Davide Gallotti
LANDGRABBINGAND RIGHTS OF LOCAL PEOPLE. FROM COLONIALISM TO JOINT VENTURE
/ 407

Elisabetta Calvo, Dante Alpi
ECONOMIE COLLABORATIVE: UNE NOUVELLE POSSIBILITÉ POUR L'AVENIR DE L'EUROPE
/ 423

Part III
439

Mario G.R. Pagliacci
GLOBAL INNOVATION CHALLENGE: IS EUROPE IN OR OUT?
/ 441

Jaroslav Kita, Ladislav Lapsansky, Ferdinand Dano, Pavol Kita, Pavol Konstiak
INTERNATIONALISATION DE L'ENSEIGNEMENT A L'UNIVERSITE D'ECONOMIE DE BRATISLAVA: EVALUATION PAR LES ETUDIANTS DU PROGRAMME FRANCOPHONE CONCERNANT LE MANAGEMENT DE LA VENTE
/ 455

Adia Chermeleu
FRANCOPHONIE ET CULTURE GLOBALE. UN PROJET D'EDUCATION AU DEVELOPPEMENT DURABLE
/ 475

André Boyer, Faranak Farzaneh
LA GOUVERNANCE DE L'INNOVATION FRANÇAISE AU SEIN DE L'UE
/ 487

Mária Horehájova, JanaMarasova
L'INNOVATION EN EUROPE EN QUESTION
/ 505

Peter Kita
EXTERNAL FACTORS INFLUENCING CZECH COMPANIES' VALUE PROPOSITION INNOVATION, A MARKETING AND COMMERCIAL PERSPECTIVE
/ 523

Kamila Borseková, Anna Vaňová, Katarína Vitálišová
LIVING LAB AS A NEW APPROACH TO THE SMART AND CREATIVE SPATIAL DEVELOPMENT
/ 539

Veronika Kitová Mazalánová, Pavol Kita, Marta Grossmanová
BUSINESS EDUCATION AS A POSSIBLE PATTERN OF SYSTEMATIC STAFF DEVELOPMENT
/ 555

Muriel Bourdon
ERASMUS + VECTEUR D'INFLUENCE DE L'UNION EUROPEENNE?
/ 577

Stefano Tirinzi, Marco Paulucci, Mario G.R. Pagliacci
THE ROLE OF EUROPE IN SUSTAINABLE ENERGY
/ 591

Joana Motta, Belén Rando
MAPPING INNOVATION: A WORLDWIDE COMPARISON
/ 607

Adriana Zait
COMPETITIVENESS AND CULTURAL CONVERGENCE OF EASTERN EUROPEAN CITIES – THE ROLE OF CIVILIZATIONAL COMPETENCES
/ 623

Ewa Bogalska-Martin
QUI PENSE L'EUROPE? QUELQUES RÉFLEXIONS SUR LA FAIBLESSE DES ÉLITES POLITIQUES EUROPÉENNES
/ 637

Łukasz Sułkowski
LA MASSIFICATION DE L'ENSEIGNEMENT SUPERIEUR - PERSPECTIVE GLOBALE ET LOCALE
/ 653

Summary
675

Claude Martin[1]

INTRODUCTION GÉNÉRALE

Après le Renforcement de l'Europe, objet de la conférence de Banska Bystrica en 2015, le Réseau des Pays du groupe de Vysegrad et l'Université Spoleczna de Varsovie ont choisi, pour sujet de la 22ième conférence, *la place de l'Union européenne dans le monde*[2].

L'UE est un territoire développé et intégré, mais la comparaison avec la croissance de l'Asie et des autres continents montre que son importance diminue dans le monde. La question de la place de l'Union européenne dans le monde, objet de la conférence de Varsovie, se pose à travers trois problématiques:

1. L'UE est-elle un acteur global qui a su profiter de la mondialisation pour utiliser ses avantages compétitifs, surmonter ses faiblesses, investir et imposer des normes technologiques et commerciales, ou au contraire, son action s'est-elle limitée au périmètre communautaire, laissant le champ libre aux autres puissances?

2. l'UE est-elle capable de répondre aux défis économiques et culturels que lui lancent les Etats-Unis, de faire face à la montée des

[1] Pr. Emérite Université de Grenoble Alpes, Président du Réseau des Pays du Groupe de Vysegrad

[2] *Les défis européens. Union globalisée ou localisée ? Conséquences sociales, culturelles*

THE EUROPEAN CHALLENGES.
UNION GLOBALIZED OR LOCALIZED?
THE TRANSFORMATIONS OF ECONOMICS,
SOCIETIES AND CULTURES OF THE EU INTO THE WORLD
pp. 539-554

Kamila Borseková[1]
Anna Vaňová[2]
Katarína Vitálišová[3]

LIVING LAB AS A NEW APPROACH TO THE SMART AND CREATIVE SPATIAL DEVELOPMENT

Introduction

The Living Lab is a very modern term associated with the new concept of development based on cooperation and co-creation of products with various stakeholders in the territory. The first time, the Living Lab concept appears in literature in 2000 to test new technologies in home-like constructed environments (Markopoulos, Rauterberg, 2000). Later, this concept was broaden and includes more and more important stakeholders that are directly involved in the innovation process in different roles (e. g. informer, tester, co-creator, etc.) in real environment.

The aim of the paper is to map the implementation of the Living Lab approach in the European countries; to identify the strengths and weaknesses of this approach in the addressing the selected local

[1] University of Matej Bel, Slovakia, E-mail: kamila.borsekova@umb.sk
[2] University of Matej Bel, Slovakia, E-mail: anna.vanova@umb.sk
[3] University of Matej Bel, Slovakia, E-mail: katarina.vitalisova@umb.sk

issues and to research the best practice examples as a source of new ideas for the local municipalities in the Central and Eastern Europe. The paper presents the research outputs of the national project "Creative industries as a source of key public intangibles in context of innovations and smart growth" and project KEGA 007UMB-4/2015 Marketing in regional and local development.

Living Labs in local development

New modern trends in regional and local development stress the role of innovations, new creative ideas and technologies. Moreover, all trends demonstrate that to drive the innovations in the territories, cities or regions, is not possible without involvement of all stakeholders that can use, create, influence or be influenced by innovation in the locality. One way, or approach how to realise the innovation with acceptance of community is a formation of Living Lab.

In the literature are defined three different views on Living Lab concept - as an environment, a methodology or a system. Ballon, Pierson and Delaere (2005) seen it as an experimentation environment in which technology is given shape in real life contexts and in which users are considered co-producers. It creates the interplay between the business actors in the value chain. The innovation is a collective effort of different stakeholders, prompting actors that normally have only limited contact to co-operate in the innovation process. The representatives that define the Living Lab as a methodology are Eriksson, Niitamo and Kulkki (2005), Eriksson, Bergvall-Kåreborn, Ståhlbröst, Svensson (2009). In their works, Living Labs concept refers to an R&D methodology where innovations, such as services, products or application enhancements, are created and validated in collaborative multi-contextual empirical real-world environments (2005, s. 5). The last approach defines the Living Lab as system. This approach is supported by the European Network of Living Labs, and also by the European Commission Information Society and Media. In this sense, the Living Lab is a system enabling people, users/buyers of services and products, to take active roles as contributors and co-creators in the research, development and innovation process (CoreLabs, 2007). Many authors (e.g. Bergvall-Kåreborn, Holst, Ståhlbröst, 2009; Westerlund, Leminen, 2011, Dell'Era, Landoni, 2014, etc.) agree that there exist no one right definition. All approaches are acceptable and complement each other.

The Living Lab consists of few key components – ICT and infrastructure; management; partner and users; research as a collective learning and reflection and approach represented by methods and techniques that emerge as best practice (Eriksson, Bergvall-Kåreborn, Ståhlbröst, Svensson 2009). Infrastructure and ICT are integrated in the vertical dimension of a value-chain. Management presents the ability to bring public interests and involve public and private stakeholders (partners and users) in the operation of the Living Lab. The main groups of Living Lab partners and users include universities, private sector and public sector. Universities are in a role of researchers responsible for the initial research of the technical infrastructure and implementation of the Living Lab as well as development of products to be tested on the Living Lab. Private sector collaborates with government regarding funding of projects and commercializes the products of Living Labs. Public sector is in the position of funder, usually responsible for the initial funding to establish Living Lab infrastructure and on-going funding to stimulate innovation and testing on the Living Lab (Cosgrave, Tryfona, 2013).

From the practice, the public organisations are more often responsible for the overall innovation system and by the outputs of Living Labs they improve the operation of the public sector. For functioning the Living Lab is necessary to create and use research methods capable of generating the necessary new knowledge and communication methods to develop the interaction with the stakeholders as a partnership (Eriksson, Niitamo, Kulkki, 2005).

To the main principles of functioning Living Labs belong openness, influence, realism, value and sustainability (Nittamo, 2006 et al; Eriksson, Bergvall-Kåreborn, Ståhlbröst, Svensson, 2009). Openness presents sharing information and knowledge embodied in the value production chain and new creative products and technologies. Living Lab is a research "think-tank" and innovation platform, which

can help companies to apply user-driven innovation practices (van der Walt et al., 2009). This collaborative development platform should bring together all the relevant parties: developers, public sector agencies, exploiters, and end-users of new technologies and related products and services (Ballon, Pierson and Delaere, 2005), what prepare all conditions to co-create the product as a set of values and influence their modification. Beside the collaboration, the openness is demonstrated also by ability to understand and evaluate the use of technology in specific situations. That is why the innovations are created and tested in real life conditions. Sustainability of the Living Lab refers both to the viability of a Living Lab and to its responsibility to the wider community in which it operates. The vital role in Lab plays continuous learning and development over time, and also research uses in knowledge generation into models, methods and theories (Eriksson, Bergvall-Kåreborn, Ståhlbröst, Svensson, 2009), which we explain in the previous text.

A lot of Living Lab initiators operate in the urban area, so the aim of Living Lab is to increase citizen participation at the public affairs and implementation new technologies in research and development (Molinari, 2011). They operates usually in the form of public-private partnership concept (PPP) in which firms, public authorities and citizens work together to create, prototype, validate and test new services, businesses, markets and technologies in real-life contexts, such as cities, city regions, rural areas and collaborative virtual networks between public and private players (Dell'Era, Landoni, 2014).

The Living Lab concept is a very common part of smart cities. During the latest five years, the label smart city has been spreading all over the world, impacting on urban strategies in both large and small towns (Caragliu, Del Bo, Nijkamp 2011). To face the increasing problems of urban areas, local public government, companies, not for profit organizations and the citizens themselves embraced the idea of a smarter city, using more technologies, creating better life conditions and safeguarding the environment. Smart city bets a lot on the quality of living and where the citizens are involved as main actors in decision processes (Dominici, 2012). At the basis of creating a smart city there is certainly a new and integrated design process, aiming at a new modulation of the urban functions (both the traditional and the new ones appearing in everyday life) also thanks to the digital technology innovation. The word "smart" includes various features as technological and inter-connected, but also sustainable, comfortable, attractive, safe. It is a model of city on which, governments are betting to provide a balanced urban development keeping up with the demand of welfare, coming from the middle class.

Aiming at technological innovation to improve management of urban processes and quality of life of citizens, this is the direction followed by some local administrations in Europe that are starting projects, and setting agreements to re-draw cities. In relation to the objectives fixed by the EU, supported by 'pacts' and formal 'commitments', all cities are involved in this transformation process that should turn them in different ways in smart cities (Sansaverino, 2014, p. 1). By the definition of smart cities it is declared that all cities that what to be smart, should use the new technologies and innovations to improve the life quality of citizen. One of the best possible way is to establish the Living Law. Through the translation of Living Lab principles to an urban environment, (smart) cities can foster user-innovation and tailor innovations to the needs of their citizens by stimulating collaborative development of innovations with multiple stakeholders. Living Labs are often supervised by (or have a close relation with) the local government and have a strong focus on social value creation and civic engagement (Baccarne, Schuurman, Mechant, De Marez, 2015).

Living Labs in smart cities in the world

In the world, we can identify a lot of Living Labs, more or less successful. To have more power and also to push their interests the Living Labs established during the Finnish EU Presidency in 2006 the European Networks of Living Labs. In 2010, it was legally established as an international, non-profit, independent association of Living Labs (Eskelinen, 2015). This non-profit organization units living labs in many countries and support cooperation and development

of members directly in user involvement, testing and experimentation of products focused on innovation in various fields. According to the official list of the Living Labs EnoLL has 388 members (www.openlivinglabs.eu, cit. 20. 1. 2016). Most of them are located in Spain (67), France (56), Italy (39) and the UK (22). More than ten Living Labs can be found in Portugal, Finland, Germany, Brazil, Sweden and Belgium. The most of Living Labs are located in developed European countries.

In the Central and Eastern Europe we can identify also a few examples of functioning Living Labs. In Slovakia, it is a platform Central Market as a part of project CentraLab (Central European Living Lab for Territorial Innovation). It aims to improve the financial situation of municipalities by improving their management costs by online platform for purchase and innovation (www.regionalnynakup.sk, cit. 22.3.2016). The Czech Republic has one living laboratory WIRELESSINFO (CLLW) - Research and development environment in which the several institutions cooperate in order to develop projects in the field of new technology concepts. In Hungary there are six living laboratories that deal with technologies related to crop production. Poland has 5 Living Labs focused mainly on infrastructure and ICT (www.centralivinglab.eu, 2.1. 2016).

The network EnoLL cooperates closely with the living labs in Northern and Southern America, in Africa, Australia and India. So it becomes more global and supports the exchange of knowledge and experiences worldwide. But there is evidence also about other types of cooperation activities among living labs in USA, Africa or Asia beyond the EnoLL (e. g. African Network of Living Lab; Brazilian Network of Living Labs; etc.). However, by the concentration of living labs on the continents, there is a great dominance in implementation of this concept in the European countries (for layout of living labs and statistics, see more: http://www.openlivinglabs.eu/livinglabs). Following this fact, we can say at the European countries are "pioneers" in living labs with the longest tradition and experience that starts to be spread also to the other continents.

Analysis of selected Living Labs in Europe

For the deeper analysis we selected three Living Labs solving various aspect of local development – creative potential and design "Design Creative City Living Lab (DCCLL)"; smart mobility "RENER Living Lab - Portuguese Smart Cities Network" and health care services "City of the Future Living Lab (CoFLL)". All of them are members of the European Networks of Living Labs. We selected them especially as good examples for inspiration.

The analysis presents the research results of empirical research. It consists of two stages. In the first stage, we collected data from the official webpage of the European Networks of Living Labs, own webpages of Living Labs (http://www.citedudesign.com/; http://rener.pt/ and http://www.cityofthefuturelab.org/). As an additional source of information we use published reports, papers that were already published or presented on international conferences. Furthermore, we realized the structured interview in February 2016 with the representatives of the Living Lab with aim to identify the main outputs, roles of various stakeholders, funding system, problems and benefits of functioning Living Lab.

Design Creative City Living Lab (DCCLL)

Creative Design City Living Lab was founded in 2009 in Saint-Etienne in France. The Living Lab unities local, regional and national partners as well as the representatives from the public sector, universities and industries. It is mainly focused on urban services and applications related to design and creativity. The aim of the Lab is to examine the political and business objectives associated with urban services. DCCLL involves users in early stages of the innovation development, creates a trusted real environment in which small and medium-sized enterprises and other interested parties can test new products (www.openlivinglabs.eu/livinglab/design-creative-living-lab-dcc-l, cit. 8.3.2016).

The initiator of the Living Lab establishment was Cité du Design. It is a public institution in which collaborates High School of Art and Design, which is supported by the Ministry of Culture.

Since 2009 Living Lab has implemented 50 projects and created 50 jobs. It has three full-time staff. The Living lab is focused on city services and applications corresponding to a Human Adapted Design. It promotes a design that invents and develops new ways of living, through objects, images and services". It takes the individual as the central theme, in relation to his activities: living, working, travelling, communicating, playing, and caring (http://www.openlivinglabs.eu/sites/enoll.org/files/Design%20creative%20city%20.pdf, cit. 5. 5. 2016).

By the answers in the structured interview, the Living Lab operates in real creative quarters, i.e. the public places. DCCLL declares in the relationship with partner's openness. Everyone is welcomed at the platform. The public experimentation is accessible to all, but the results of the experiments are private and not officially published. DCCLL cooperates with the other French-speaking Living Labs from France and Quebec. The platform works as a user-driven Living Lab, because the main feature is utilization by communities and focus on solving everyday user problems. Benefits from the Living Labs are valuable mainly for community, but indirectly, also for businesses and society.

DCCLL involves more than 40,000 people (users). They have participated at the activities of Living Labs. The key activity is an arts festival Biennale, which takes place every two years. To the main users in the projects belong businesses, people of all ages, medical institutions, government, creative class and research institutions. All of them are in a role of testers for new products and innovation. In role of main funders are citizens and businesses. The Living Lab uses only citizens as co-creators. The financing of the Living Labs is multisourced. The biggest share of finances is from the public regional funds (60%), 20% are the private sources and the rest of funds come from private entities (10%) and European funds (10%).

By the interview, the benefits that flow from Living Lab cooperation are mainly new ideas, anticipating problematic system issues, and social and economic benefits for the community. The benefit directly associated with membership in the network ENoLL is sharing know-how and experiences with other institutions during the Summer School. Summer School includes workshops and other forms of cooperation in which members can joint. The most common problem is to find the new sources of funding and the low interest of citizens. The most difficult cooperation is with private sector, businesses, which often have a problem to accept open innovations that are an integral part of the Living Lab approach. The future plans of Living Labs are oriented on the establishing financial sustainability business model and to strengthen the proper evaluation and assessment of results of projects and effective feedback.

RENER Living Lab - Portuguese Smart Cities Network

Rener Living Lab was founded in 2009 in Portugal. It is a smart network consisting of 43 municipalities. The Lab was created under the Portuguese Electric Mobility program, which was a pilot project for the introduction of electric vehicles in the country. In 2013, it spread the portfolio of its activities to urban sustainability in energy, environment, social innovation, economy and other areas (www.openlivinglabs.eu/livinglab/rener-living-lab-%E2%80%93-portuguese-smart- network-cities, cit. 10. 03. 2016). So the main area of activities deals with the specific aspects of smart cities functioning, e. g. the use of innovative conceptual and technological solutions as tools to support strategic planning of municipalities; the use of new technologies by citizens, businesses and local authorities with a view to creating more interactive and connected cities; or to promote collective intelligence strategies to increase sustainability, social and cultural inclusion, competitiveness and job creation (http://rener.pt/a-rede/objectivos-2/, cit. 5. 5.2016).

The initiator of the Living Lab establishment was Intel Innovation Center and the Portuguese government. The main owner is a private non-profit organization. Since 2009 the Living Lab implemented 5 projects; indirectly has created up to 50 jobs and currently has 10 employees. Rener was created for an indefinite period and the main outputs are the innovations in smart environment and

mobility. The innovations are created in the real environment. However, the openness is partially restricted; the Living Lab is open only for the members.

By the interview, the Living Lab has currently less than 100 users, mainly businesses and people of working age. The main task of the individual users (i.e. businesses and citizens (community), public institutions and ICT companies) is to test the new products. In the role of co-creator are mainly businesses, public institutions and government. To the main funders belong businesses, government, public institutions, businesses and research institutions. Because of the dominant role of public and private services, we can conclude that the Rener is a provider-driven Living Lab. The financial sources of the Living Lab are funds of the European Union (80%), mainly the European Fond of Regional Development and own funds (20%).

City of the Future Living Lab (CoFLL)

CoFLL was founded in 2012 and is located in Milan, in Italy. The Living Lab specializes in the use of ICT in health, and is used primarily in hospitals. The initiator of the Living Lab was Vicini Sauro and main owner is the research center. The Living Lab is established for an indefinite period. It cooperates with scientific park, which includes hospitals with 1,200 beds, universities, kindergartens, communal facilities and a small zoo. In addition, the cooperation is developed also with biotech research centers. The aim of CoFLL is to create innovations in the field of e-services that enhance cognitive, mental, emotional and physical abilities of sick people (www.openlivinglabs.eu/livinglab/city-future-living-lab, 10. 3. 2016). It promotes research and development, dissemination and creation of knowledge and the search for solutions to specific problems. Internally, the Living lab offers 16 different fields of expertise, from biomedical engineering to IT and programming, from design research to service and UX design, from environmental and land planning engineering to psychology and political sciences (http://www.cityofthefuturelab.org/, cit. 5. 5. 2016).

The outputs of the Living Lab are various practical business solutions, new teaching methods, new knowledge and problem solving. The new products are oriented on the e-services and smart city services for small and medium-sized enterprises, which are tested in a real environment, in hospitals. The platform is open for the all interested stakeholders, but with limitation in area of outputs.

By the interview, the City of the Future Living Lab has more than 500 members. The main users are the elderly people, people of working age, health institutions and ICT companies. The dominant role of all involved stakeholders – community, businesses, public institutions, IT companies, research centers, is a co-creator of innovation. The government is in a position of informant. Other users have become co-creator and work together to create innovation. City of the Future Living Lab uses three main sources of funding. Up to 70% of the funds come from EU funds. 10% of the funding comes from own resources and 20% from other sources.

By collected data, we can define the Living Lab as a provider-driven Living Lab (provider-controlled). The Living Lab is in hands of research center. The benefits of Living Lab approach are new ideas, social and economic benefits for the community and easier fundraising. The biggest problems for the Living Lab are the shortcomings in legislation and the cooperation with the public institutions.

To summarize all analysed information about Living Labs we present the table 1. All Living Labs are oriented at the local smart development, or its part – creative development. They are successful Living Labs with a few years tradition with own employees and realised projects. The main outputs of Living Labs are innovations in e-services, policy making, and planning, environmental issues, mobility etc. The innovations cover all fields of the smart cities - smart Economy, Smart People, Smart Governance, Smart Mobility, Smart Environment and Smart Living (Giffinger et al. 2007). We think that the implementation of the Living Lab concept is an inevitable part of smart cities, because involving local community into the new development activities in place as co-creator is also a precondition to identify with even more significant changes more easy.

Tab. 1. Comparison of analysed Living Labs

Living Lab	DCCLL	Rener	CoFLL
Field	creative development	smart develop-ment	smart development (e-services)
Establishment	2009	2009	2012
Number of years	7	7	4
Number of projects	50	5	X
Number of employees	3	10	X
Number of users	> 40 000	< 100	> 500
Duration	unlimited	unlimited	unlimited
Type	user-driven	provider--driven	provider-driven, controlled
Financing in %			
EU funds	10	80	70
Public funds	60	0	0
Private funds	10	0	0
Own sources	20	20	10
Other sources	0	0	20
Role of stakeholders (number of answers in LL)	Informer	Tester	Funder / Co-creator
Citizen, community	1	3	2 / 2
Businesses	0	2	2 / 2
Public institutions	1	2	1 / 2
IT companies	0	2	1 / 1
Government	2	1	1 / 1
Research institutions	0	1	2 / 1
Benefits of Living Labs	new ideas, sharing know-how and experience, new solutions		
Problems of Living Labs	difficult to find the new sources of funding, the low interest of citizens, sometimes problems in coope-ration with private sector and public institutions, shortcomings in legislation		

Source: own workmanship by the empirical research.

Moreover, if the new product or innovation is an output of consensus among various stakeholders, it can be more requested on the market, or in our case, in the local municipality and its community.

Conclusions

In the paper, we mapped and analysed the implementation of the Living Lab approach in the European countries; to identify its strengths and weaknesses on examples of three selected Living Labs dealing with the issues of smart local development. Based on the officially published information on the website of Living Lab associations we can confirm the strategic role of European continent in the implementation of the living lab concept. The living labs associated in the EnoLL belongs to the oldest and most successful functioning labs. They can be considered as cradle of this approach and that is why they share gained knowledge and experience with the partners all over the world.

By the results of primary research and comparison of three selected Living Labs we identified as key preconditions to develop the concept of Living Lab to create the legal framework of Living Lab functioning, the institutional and management framework and also the system of financial support and the role of public institutions in it. The vital part is cooperation and learning among users (the most often local community) and developers (private companies, universities, and research institutions) with keeping all principles of Living Labs, as openness, influence, realism, value and sustainability.

Bibliography

BACCARNE, B., SCHUURMAN, D., MECHANT, P., DE MAREZ, L. 2015. *The role of Urban Living Labs in a Smart City*. The paper was presented at The XXV ISPIM Conference – Innovation for Sustainable Economy & Society, Dublin, Ireland. 14 p. Available at: http://www.eukn.eu/fileadmin/Files/News/2015/The_role_of_Urban_Living_Labs_in_a_Smart_City_-_research_paper_-__newsletter_May_2015.pdf, cit. 5. 5. 2016.

BALLON, P., PIERSON, J., DELAERE, S. *Open Innovation Platforms For Broadband Services: Benchmarking European Practices*. Proceedings of the 16th European Regional Conference. 2005. Porto, Portugal.

BERGVALL-KÅREBORN, B., HOLST, M., STÅHLBRÖST, S. 2009. *Concept Design with a Living Lab Approach*. In: System Sciences, 2009. HICSS '09. 42nd Hawaii International Conference on Systems Science (HICSS-42 2009).

BERGVALL-KÅREBORN, B., IHLSTRÖM ERIKSSON, C., STÅHLBRÖST, A., SVENSSON, J. 2009. *A Milieu for Innovation - Defining Living Lab*. In Proceedings of the 2nd ISPIM Innovation Symposium, New York, December 6-9.

CARAGLIU, A., DEL BO C., NIJKAMP P. 2011. Smart cities in Europe. In: *Journal of Urban Technology*, vol. 18, no. 2, pp. 65-82.

CORELABS. 2007. *Living Labs Roadmap 2007-2010:Recommendations on Networked Systems for Open User-Driven Research, Development and Innovation, in Open Document*. 2007, Lulel University of Technology, Centrum for Distance Spanning Technology. Lulel. 1-61 pp.

COSGRAVE, K. A., TRYFONAS, T. 2013. *Living Labs, Innovation Districts and Information Marketplaces: A Systems Approach for Smart Cities*, In: Procedia Comput. Sci., vol. 16, pp. 668 – 677, 2013.

DELL'ERA, C., LANDONI, P. 2014. Living Lab: A Methodology between User-Centred Design and Participatory Design. In: *Creativity and Innovation Management*, vol. 23, no. 2, 2014.

DOMINICI, G. 2012. Smart cities nuova moda o vera opportunità? In *Urbanistica Informazioni*, no. 243.

ERIKSSON, M., NIITAMO, V. P., KULKKI, S. 2005. *State-of-the-art in utilizing Living Labs approach to user-centric ICT innovation - a European approach*. Available at: http://www.vinnova.se/upload/dokument/Verksamhet/TITA/Stateoftheart_LivingLabs_Eriksson2005.pdf, cit. 5. 5. 2016.

ERIKSSON, M., et al. 2006. *State-of-the-art and Good Practice in the Field of Living Labs*. Proceedings of the 12th International Conference on Concurrent Enterprising: Innovative Products and Services through Collaborative Networks. 2006. Milan, Italy.

ESKELINEN, J. 2015. Citizen-Driven Innovation. Dostupné na internete: https://openknowledge.worldbank.org/handle/10986/21984.

GIFFINGER, R. et al. 2007. *Smart cities: ranking of European medium-sized cities*. Centre of Regional Science (SRF), Vienna University of Technology, Vienna, Austria, from http://www.smartcities.eu/download/smart_cities_final_report.pdf

MARKOPOULOS, P., RAUTERBERG, G.W.M. *Living Lab: A White Paper*, in IPO Annual Progress Report. 2000. p. 53-65.

MOLINARI, F. 2011. *Best practices Database for Living Labs*. Alcora innovation project. 2011. Dostupné na: http://www.alcotra-innovation.eu/progetto/doc/Best.pdf.

SANSAVERINO, E.R., et al. 2014. *Smart rules for smart cities*. Springer. Switzerland. 138 p.

VAN DER WALT, J. S., BUITENDAG, A. K., ZAAIMAN, J. J., VAN VUUREN, J. C. J. 2009. Community Living Lab as a Collaborative Innovation Environment. In: *Issues in Informing Science and Information Technology*, vol. 6.

WESTERLUND, M., LEMINEN, S. 2011. Managing the Challenges of Becoming an Open Innovation Company: Experiences from Living Labs. In: *Technology Innovation Management Review*, vol. 1, no. 1, pp. 9–25.

http://www.centralivinglab.eu, cit. 2. 1. 2016

http://www.cityofthefuturelab.org/, cit. 5. 5. 2016

http://www.openlivinglabs.eu, cit. 20. 1. 2016

http://www.openlivinglabs.eu/sites/enoll.org/files/Design%20creative%20city%20.pdf, cit. 5. 5. 2016

http://www.openlivinglabs.eu/livinglab/design-creative-living-lab-dcc-l, cit. 8.3.2016

http://www.openlivinglabs.eu/livinglab/city-future-living-lab, 10. 3. 2016

http://www.openlivinglabs.eu/livinglab/rener-living-lab-%E2%80%93-portuguese-smart- network-cities, cit. 10. 03. 2016

http://www.regionalnynakup.sk, cit. 22.3.2016)

http://rener.pt/a-rede/objectivos-2/, cit. 5. 5.2016

The growing interdependency of urban and rural and the emergence of hybrid or fuzzy middle landscapes create new functional territories where new opportunities for joining forces, harvesting synergies and achieving a higher critical mass should be explored. There is also a need of new territorial governance settings and territorial cooperation arrangements. Moreover, European cities, especially metropoles, are complex and have heavy history inertias, making change and regeneration slow and difficult. Investing in new urban designs, public spaces and public facilities, including housing, is critical, as well as implementing smart systems for mobility, energy, water or waste management (ESPON, 2014). The experience and good practice in more advanced western European countries in managing spatial and smart changes and creating the innovation refer to implementing a very efficient complex approach - the Living Lab concept. It is a set of tools and methods for co-creation of innovations with the end users and utilizers in real-life-contexts. Moreover, as the numbers of users and organisations involved expanded to larger social entities, such as local or regional communities, they became more open-ended as more stakeholders became involved. That is why a Living Lab is a gathering of public, private partnerships in which businesses, authorities and citizens work together with the creation, validation, and test of new services, ideas, markets or technologies. The aim of the paper is to map the implementation of the Living Lab approach in the European countries; to identify the strengths and weaknesses of this approach in the addressing the selected local issues and to research the best practice examples as a source of new ideas for the local municipalities in the Central and Eastern Europe. The paper presents the research outputs of the national project "Creative industries as a source of key public intangibles in context of innovations and smart growth" and project KEGA 007UMB-4/2015 Marketing in regional and local development.

THE EUROPEAN CHALLENGES.
UNION GLOBALIZED OR LOCALIZED?
THE TRANSFORMATIONS OF ECONOMICS,
SOCIETIES AND CULTURES OF THE EU INTO THE WORLD
pp. 555-576

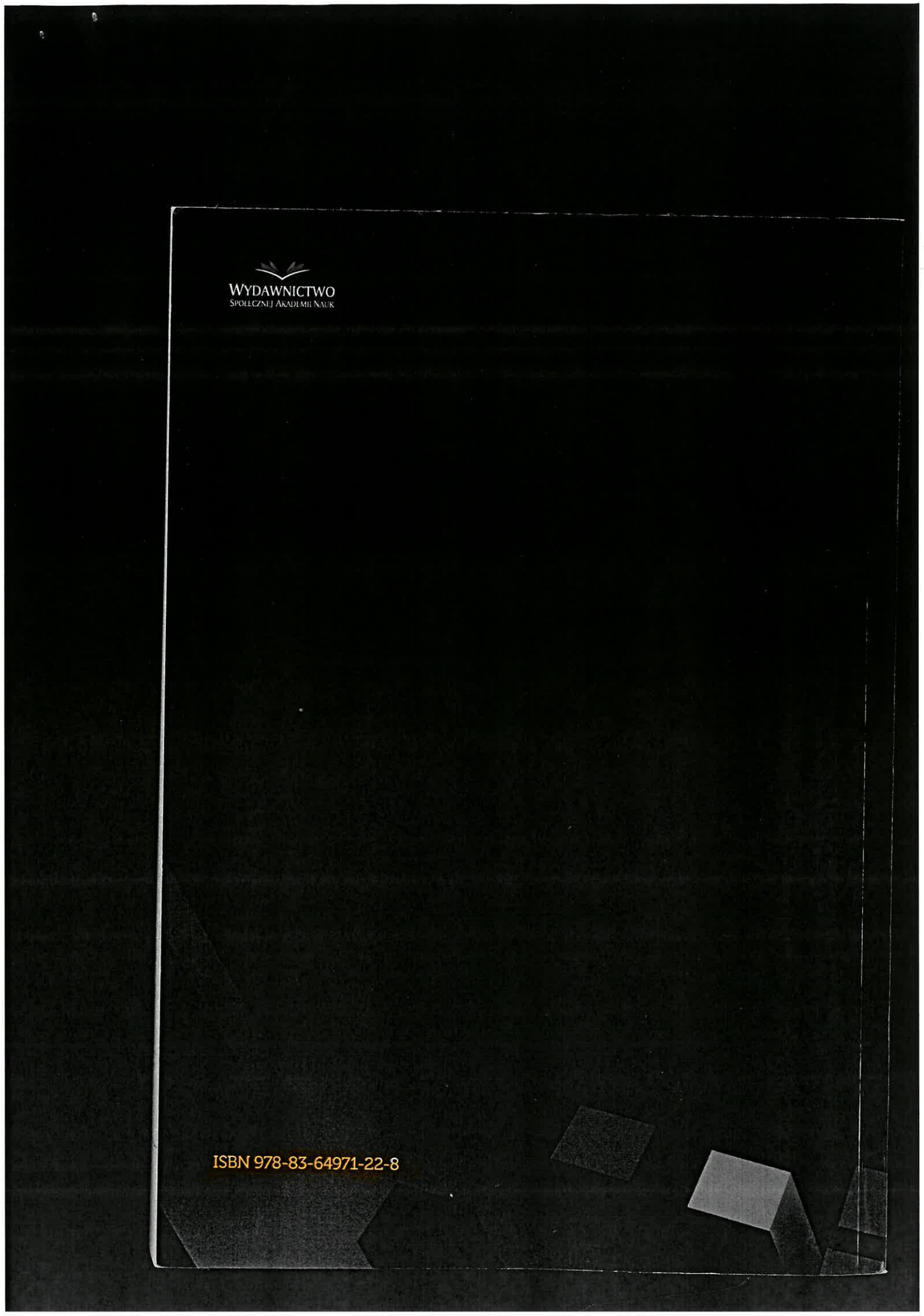
Veronika Kitová Mazalánová[1]
Pavol Kita[2]
Marta Grossmanová[3]

BUSINESS EDUCATION AS A POSSIBLE PATTERN OF SYSTEMATIC STAFF DEVELOPMENT

Introduction

According to Pastier "apart from acquiring new scientific knowledge the task of education in modern society is also mastering and raising moral values, which lead to understanding human society, peaceful coexistence of mankind. Education keeps and develops cultural wealth of society" (PASTIER, 1994). Such education can be expanded by means of lifetime education. Within the European Strategy of Employment the European Commision and the member states have defined the lifetime education as "every targeted educational acti-

[1] Veronika KITOVÁ MAZALÁNOVÁ – PhD, the Comenius University in Bratislava, Faculty of Arts, Department of Andragogy, E-mail: veronika.mazalanova@uniba.sk
[2] Pavol KITA – Associate Professor, the Univerzity of Economics in Bratislava, Faculty of Trade, Department of Marketing, E-mail: pavol.kita@gmail.com
[3] Marta GROSSMANOVA – Associate Professor of the University of Economics in Bratislava, Faculty of Applied Linguistics, Department of English Language, E-mail: marta.grossmanova@euba.sk;



ISBN 978-83-64971-22-8