Project Final Report

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Name of the scientific representative of the project co-ordinator, Title and Organisation:

Michel Moulinet, Innovation Expert, Alma Consulting Group

Tel: +33 4 72 35 80 30

Fax: +33 4 72 35 80 31

E-mail: mmoulinet@almacg.com

Proejct Website : http://www.insec-project.eu/

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INSEC is a project co-funded by the **European Commission** under the **Seventh Framework Programme** (2007-2013).

4.1. Final publishable summary report

4.1.1. Executive summary

INSEC project had a duration of 28 months and started in April 2012 with a consortium constituted of 16 partners from eight different countries: France, Spain, Portugal, Romania, United Kingdom, Estonia, Hungary and Republic of Macedonia.

INSEC aimed at providing new innovation approaches and tools to the European security players, helping them in their innovation management and collaboration with external organisations.

The project was organised in six individual work packages, out of which four are related to research activity, one related to dissemination activities and one related to management. Main outputs of each workpackage are described in the section main S&T results and foregrounds.

In WP3 was developed a new internal innovation management model, named "INSEC innovation management model", a maturity diagnosis tool and practical notes (30 ones) to help security organisations in implementing the INSEC innovation management model.

In WP4 was developed an external open innovation platform – INSEC platform - on the purpose to promote the networking between public and private security organizations (including SMEs). Practical tools were also created as technology audit tool, road mapping tool, tools for technology exploitation and European funding in order to help security organisations enhancing their innovative capacity.

In WP5 four major European-scale events were organized to share good practices in the field of innovation management and security in Norway, Portugal and France. A collection of best practices gathered from the security and other than security field was also made to inspire the security organisations in implementing innovation practices inside their organisation.

Finally, in WP6 were created six e-learning training modules accessible on the INSEC platform as well as six classical training sessions (in Romania, France (*2), Estonia, Spain and Portugal) which had as role to supply the public/private security end-users with knowledge and practical skills in innovation management and innovative collaboration practices improvement.

An ethical manager monitored the working methodology and different exchanges with the security end-users all along the project duration and reported performed activities under section Ethical activity within INSEC.

The impact section was approached from three different points of view: a) Specific impacts in relation to the work programme objectives; b) General impact of the project on the Security sector, including the socio-economic impact and the wider societal implications of the project so far; c) Policies impacts in relation to European general goals.

In term of exploitation, INSEC end-users were both contributors and direct beneficiaries of the main project outcomes. As for the security actors that are external of the consortium, they were approached through dissemination activities, organised conferences, written articles as well as training activities organised on the overall duration of the project. INSEC platform in itself is now dedicated to the European security private or public organisations.

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4.1.2. Project context and objectives

Context

Started in April 2012, the INSEC project was striving to improve Innovation and Research processes within security organisations, enabling them to evaluate novel approaches and services dedicated to the safety of citizens, so that they can integrate new technologies.

The basis for the consortium design, especially the End-User involvement was the following:

- Representation of a European-wide network allowing best practices sharing as well as networking on Innovation Management
- Representation of different segments of public sector security service providers covering the public-sector security supply chain. It enabled a thorough analysis, all along the work performed, of their similarities and differences (strengths, needs, experiences) with the aim to improve the overall performance of their innovation management systems.

INSEC partners worked respectively on these three interfaces in order to enhance the respective innovation end users processes.

- Technological interfaces or how to identify and integrate new innovative technologies in the day to day activities and process
- Market Interfaces or how to validate the market interest for the selected innovative solutions
- Organisational interfaces or how to modify current existing processes in order to adopt new technologies and become more efficient.

Objectives

The main goal of the INSec project was to contribute to the increase of Innovation and Research within Security Organizations by analysing the main aspects of Innovation Management in security-related operators (end-users), both public and private and not only in terms of quantity but also quality. It was important to assist these organisations to become conscious of the importance to manage Research and Innovation activities.

INSec established a framework that contributed to better performance of the end-user organisations, focusing on their RDI management system as a fundamental method to create knowledge and transform it into economic and social wealth.

Based on security organisations involved as partners in the consortium, 4 different kind of management systems were specifically addressed, respectively for:

- Rescue Services
- Police and National Security Office
- Academies of Security Sciences
- National Security Infrastructures (port, border control)

INSEC aimed at developing a new innovation management model dedicated for security organisations and including it in a web platform developed, gathering a wide range of innovation services for these kind of organisations. Other concrete achievements were performed through creativity sessions organisations, large event disseminations as well as training activities performed all along the project duration.

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The implementation of INSec was meant to enable Security organisations to:

- Systematise Innovation and Research activities taking advantage of internal and external know-how
- Network, exchange experience and learn from the experience of each other, contributing to the emergence of common needs and cultures between security end-users in Europe
- Establish goals and objectives that help control operational resources
- Improve their organisational image and competitiveness in relation to other national and international competitors
- Closely monitor technological developments in order to pre-empt the market and identify opportunities for improvement
- Implement corrective actions based on results emerging from research, development and innovation activities
- Define training needs and have access ad hoc training
- Adapt their business models in order to maximise benefits from new technologies
- Help the Security end-users understand the SME needs and working methods when collaborating with the purpose of creating innovation
- Foster innovation culture among employees
- Establish close relations with technology developers and provide useful feedback
- Gain the ability to manage internal knowledge
- Increase the overall perception of what is to innovate

4.1.3. Main S&T results/foregrounds

Introduction

The intention of the INSec project was to foster the self-innovative capacity of the End-Users by:

- Contributing to the implementation and consolidation of RDI activities and
- Creating the seat for future RDI and technological uptake of results through the stimulation of Security Organisations involvement in those activities.

The INSec project implemented several tasks grouped by type of activities, divided in Work Packages associated to the project implementation.

WP1 - Project Management. The aim of this workpackage was to assure the success of the project through management of the activities and maintaining an efficient and pro-active relation with the partners and the EC services.

WP2 – Dissemination. All partners carried out dissemination activities throughout the entire project duration to make the industry, the research society, academia and the broad public aware of the INSec project activities and results.

WP3 - Research and Innovation strategy assessment. This WP analysed the main aspects of Innovation Management and assess the level of Innovation inside the security-related operators (End-Users).

A new innovation management model dedicated to security organisations had been developed and creativity sessions among some end users partners performed in order to cope with their innovation expectations and strategies.

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WP4 - Technology Boost aim was to develop an integrated framework for technology screening (technology audit, watch and exploitation) activity of security service providers at European level.

An innovation internet hub was implemented (https://platform.insec-project.eu/) gathering both the new innovation management model developed as well as other innovation services answering specific security actors' needs.

WP5 - Best practice. This workpackage promoted "motivating examples" collected from end-users in partner countries, presenting them as good practices in implementing Innovation Management. It also identified best practices in sectors other than security (e.g. ICT, Health).

Besides best practices identification and collection, 4 large events were organized to strengthen their sharing among all concerned stakeholders

WP6- Training. The main objectives of this work package was to provide End-Users with the knowledge and practical skills in the management of Innovation on issues such as: system requirements for innovation management; national/international incentives for innovation; return on investment in innovation; developing an innovation plan, but also FP7 rules and opportunities as well as information about HORIZON 2020.

The specific objectives for the whole project duration were to identify the training needs of the security end users, design and deploy an e-learning training system and organise 4 classic training sessions in 4 participating countries, training around 100 persons. During project implementation, the consortium totally reached the objectives, by identifying the INSEC (& other security) end users training needs, designing & deploying the e-learning training system (6 modules based on the training needs identified) and organizing 6 training sessions in 4 participating countries (training more than 200 persons, double than the initial target).

WP2 – Dissemination

- **Objectives:**

The main objective of this work package was to provide stakeholders at European and International level, with the information concerning INSec project's activities, events and respective web platform. This Work Package aimed at providing a Dissemination Strategy Document giving the coherence and structure of dissemination activities for the whole project, develop project advertising related materials, launch and maintain the project website and intranet, establish and publish four electronic newsletters and also promote the synergy and exchange of experience with other supporting activities under the PASR, FP7 and similar initiatives at National and European level.

The specific objectives of the dissemination activities planned within INSEC were as follows:

- Raise awareness to the INSEC services, activities, and impact among organizations of all types as well as individuals, with a particular focus on those who have an interest on security (e.g. SMEs that deal with security services);
- Inform potential end-users about the concept, methodology, services and opportunities provided by INSEC, with the aim to engage them in their use;
- Promote active engagement by providing to interested parties support services such as training and detailed information;
- Raise awareness to the importance of the RDI management and opportunities provided by being able to perform efficient implementation of it.

- **Results**

The dissemination actions have played a key role in this project and through the consortium of 16 partners, located in 8 countries: France, UK, Romania, Estonia, Portugal, Spain, Former Yugoslav Republic of Macedonia and Hungary.

This WP was divided in 6 main tasks:

- Task 2.1 – Draw up Dissemination Strategy document
- Task 2.2 – Development of project advertising related material

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- Task 2.3 – Launch and maintenance of project website and Intranet
- Task 2.4 – Electronic newsletters
- Task 2.5 – Synergies and exchange of experience with Supporting Activities
- Task 2.6 – General INSec project dissemination activities

During the first 2 months of the project, **a Dissemination Strategy Document** was developed in order to:

- Define the content to be communicated.
- Identify key audiences for the project results and supporting efforts.
- Choose the most appropriate communication tools to be used for the targeted audience.
- Identify and evaluate the sources of content, evaluate channels where relevant information can be found and used.

In parallel, several **dissemination materials** were produced during the 28 months of the project. Most of this work was focused on the creation of tools that were used throughout the project members as vehicles to disseminate information about the project and its achievements

- *Brochures*
  - Initial brochure with project presentation
  - Updated version with platform description
  - Special flyers for creativity session
  - Special flyers for training session
- *Posters*
  - Initial poster with project presentation
  - Updated versions with platform presentation
  - Special posters for creativity sessions
  - Special posters for training sessions
  - Special posters for international workshops
  - Special posters for final event
- *Roll-up*
  - Two roll-up that were widely used in the dissemination and events organised by the project
- *Memory sticks*
  - Memory sticks were delivered, with the public project deliverables, in the events organised by the project (international workshop and final event)

Moreover, a **project website** was **implemented** and maintained (http://www.insec-project.eu). Based on the Consortium Agreement signed by all partners, maintenance of this website will be at least ensured until end of the year 2016. An **intranet platform** (based on Zoho) was **developed** and used by the whole consortium for internal work and communication.

Finally, **four newsletters** have been **produced** all along the project duration and **synergies and exchange** have been implemented with other European projects such as INNOSEC and ARCHIMEDES.

- **Conclusion**

The project members have been very active in the dissemination of the project outcomes and activities, supported by a set of dissemination materials. Defined and expected objectives listed above have been reached. In addition, we can link the success of the WP2 with the number of registration in the platform (344 and growing even after the end of the project).

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WP3 – Research and Innovation strategy assessment

- **Objectives:**

Main objectives of this work package were to:

- Analyse the main aspects of Innovation Management in the security-related operators (end users), both public and private
- Assess Level of Innovation inside organisations, in order to assist with future roadmap activities.
- Promote the security and privacy requirements at the early stages of systems development ("Security and Privacy by design")
- Analyse and evaluate the impact of new technologies relevant to the Security domain and review their ethical and legal implications
- Analyse and evaluate the impact of new technologies relevant to the Security domain and review their ethical and legal implications

This Work Package aimed at providing

- A public report analysing the legal, ethical and Privacy & Security "by Design" requirements to be taken into account when considering the implementation of an innovation management assessment and organisation.
- A new innovation management model specifically dedicated to the use, interest and implementation by security stakeholders

- **Results**

This WP was divided in 7 main tasks:

- Task 3.1 – Report on IPR issues
- Task 3.2 – Preliminary segment analysis
- Task 3.3 – End-User innovation management assessment and SME clusters requirements identification
- Task 3.4 – Creativity sessions
- Task 3.5 – Identification of tools and best practices in the innovation process
- Task 3.6 – Innovation Model
- Task 3.7 – Cooperation Strategy

Under task 3.1, the analysis of the regulatory framework was conducted through an examination of the European legislation and principles applicable to all partners of the European Union.

The areas of interest analysed were the following:

- Collaboration: law applicable to public security organisations and regulation of possible collaboration between them and Industry, with special focus on SMEs entities.
- Intellectual property: refers to creations of the mind: inventions, literary and artistic works, symbols, names, images, designs or other intangible assets used in commerce.
- Data protection and privacy: applicable law for the processing of personal data and for guarantying privacy of individuals.
- Ethics: principles of right conduct applicable to new technologies, research, development and innovation.
- Privacy & Security "by Design": applying privacy and security requirements of the stakeholders throughout the entire production process life-cycle.

The ultimate purpose of Task 3.1 was to produce a collection of design specifications that would be used later on in the project in such a way that both elements would be tailored to meet the specific needs of the regulatory framework.

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Under **task 3.2 "Preliminary Segment analysis"**, the four security end-user segments represented in the INSEC Consortium were analysed. The analysis was structured as a way to gain a broad knowledge, from an Innovation point of view, of security related organisations. That combined a quantitative, analytical approach together with a valuable qualitative perspective stemming from end-users' experienced point of view.

The ultimate purpose was to **produce a collection of design specifications** to be used later on for **developing an Innovation Management Model and a Cooperation Strategy** so that both would be tailored to meet the specific needs of security related organisations.

This was systematically undertaken by defining one conceptual model for analysis; this model outlines 13 areas of interest arranged into two spheres of analysis: the first concerned with the internal perspective within any organisation(processes, management, corporate culture, etc.), and the second interested in the surrounding environment (external players, clients, etc.).

Under **task 3.3**, the consortium evaluated the internal innovation management processes of security end-users and identified SME requirements to efficiently work with/for security organisations in order to facilitate the innovation process. This endeavour was systematically undertaken by defining two conceptual models for analysis: one of them combining COTIM methodology (Citizen/Cash Oriented Total Innovation Management © – Everis 2009) and «The Triple Helix» (Etzkowitz & Leydesdorff – 1966); the other an INSEC proposition for managing a cooperation strategy in an innovative context combined with a Security Sector environment. A full list of **design specifications** was established based on **experimentations performed by INSEC end users partners**

Under **task 3.4**, four **creativity sessions** were proposed and conducted with end-users – security organisations – with the aim to gather further input to be used later in the project for developing the Innovation Management Model and a Cooperation Strategy. Those were: Romanian Border Police, Minister of Internal Affairs (Romania); The Estonian Academy of Security Sciences (Estonia); the Fire Department of City of Skopje (Macedonia) and The Hungarian Police (Hungary). These creativity sessions aimed at identifying new innovation ideas to implement, identifying internal difficulties to implement such innovation ideas and identifying external problematic in terms of innovation approaches or collaboration. New **inputs and design specifications** were implemented and added to further implement the innovation management model.

Under **task 3.5**, a **list of innovation idea generation tools or platforms** (i.e. crowd /open innovation) which are frequently used within the different European countries was developed. In addition, collaboration tools which offer an optimisation of "multiplayers" work were presented, due to the fact that while "innovation tools" tend to be expensive and hard-to introduce (usually requiring long change management efforts) and limited to the innovation management process only, collaboration tools are generally more easily accepted, potentially affecting the organisations' way of work and pervasively achieving a lasting effect in terms of behaviour in the direction of a more "open and collaborative" corporate culture, which is, in the end, a condition and starting point for innovation. Information provided for each identified too was: name of the available tool/method/service/report, ownership, content and functionalities, free to use, trial version, integration requirements. As a main achievement, an **analysis of specific innovation tools helping security stakeholders in their innovation processes** was produced.

Under **task 3.6 and 3.7** combined was finally **developed and exposed an Innovation Management Model to be applied by security end-users**, which complies with the characteristics and requirements previously gathered during WP3 analysis stage as design specifications Those results were defined with the purposed to assist security related end-users to systematise innovation activities in order to unleash the organisation's potential taking advantage of internal and external know-how, creating the seat for future technological and other innovations uptake and maximising opportunities out of collaboration.

Both the Innovation Management model and the Cooperation Strategy responded to design specifications identified in the previous WP3 tasks through a collection of innovation elements to be implemented, thus, an identifiable traceability between specifications and proposed elements were defined. Those elements were defined following a common template to make then homogeneous facilitating their comprehension and practical application. The **Innovation Management Model developed** can provide an **innovation maturity assessment** as well as **practical files describing activities to carry out** in order to strengthen innovation organisation and results.

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- **Conclusion**

All objectives initially defined have been achieved during the project duration, respectively

- A public report analysing the legal, ethical and Privacy & Security "by Design" requirements to be taken into account when considering the implementation of an innovation management assessment and organisation (Task 3.1)
- The definition and collection of a set of design specifications per security segment to be used later on in the new innovation management model (Task 3.2)
- A set of design specifications focusing on SME requirements to efficiently work with/for security organisations (Task 3.3)
- The organisation of four creativity sessions among security end users partners and additional inputs to be included in the innovation management model implementation, notably on this phase of emerging ideas, before selecting and filtering them (Task 3.4)
- A public deliverable provided clear statement of innovation tools helping security stakeholders in their innovation processes - functionalities and added value (Task 3.5)
- The development a new innovation management model specifically dedicated to the use, interest and implementation by security stakeholders. This innovation management model can provide an innovation maturity assessment as well as practical files describing activities to carry out in order to strengthen innovation organisation and results.

Finally, the work performed within WP3 had a great impact on the project and contributed on building the specifications of the INSEC platform, elaborated in WP4. The INSEC management model, its methodology, tools and practical notes, validated by security end-users are tailor made for the European security organisation.

WP4 - Technology Boost

- **Objectives:**

Main objective of this work package was to develop an integrated tool platform allowing security end users to better identify, select and implement new relevant technologies in their innovation processes and day-to-day activities.

- **Results**

This WP was divided in 5 main tasks:

- Task 4.1 – Mapping, analysing and adapting relevant methods for Technology Audits in security sector
- Task 4.2 – Proposals for effective methods and tools for Technology Watch and Roadmapping in security sector
- Task 4.3 – Integrating the platform for technology screening activity at European level
- Task 4.4 – Establishing effective tools for technology exploitation
- Task 4.5 – Proposals for rationalisation of gap analysis and procurement strategies

The INSEC platform developed integrated **two sets of tools**

- The innovation management model developed under WP3 through the implementation of a diagnosis approach and tool, providing an internal innovation system maturity assessment for the security organization.
- External tools that help security organizations to better innovate by interacting with the external environment and consequently the SME world.

More specifically, the overall design of the Platform and its tool sets are conceptualized according to the steps that an organization needs to take in order to improve one's technological capacity:

- Tools for **internal innovation management** ("MANAGE INNOVATION" section) providing security organisations a range of solutions to keep their internal innovation processes organized
- Tools for **external Technology Watch and Exploitation** ("SEEK PARTNERS AND IMPROVE TECHNOLOGY" section) for capturing information from external sources and tools
- **Training** ("ACCESS TRAINING" section) modules presenting innovation related training materials

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- **Social networking Platform** ("SOCIAL" section) enabling network creation, rating, best practice exchange, documentation upload, discussions, publishing of experience.

Illustration of the platform and corresponding access are given below.

Figure 1 INSEC Platform welcoming page

Figure 2 INSEC Platform dashboard

1) **Innovation Maturity assessment tool:**

By filling a questionnaire (30 questions), the organisation got a measure of its innovation system maturity, before accessing practical files detailing the actions to implement to improve its efficiency.

Figure 3: Innovation System maturity assessment

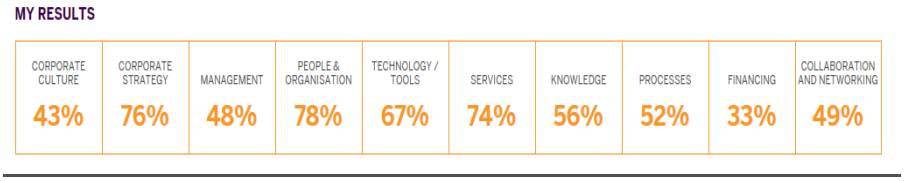

Figure 4: Innovation Maturity assessment per system feature

An example of practical file to implement is presented below – the full list gathers 30 practical files covering the ten innovation systems features defined: culture, strategy, management, people & organisation, services, knowledge, technology & tools, financing, network & collaboration.

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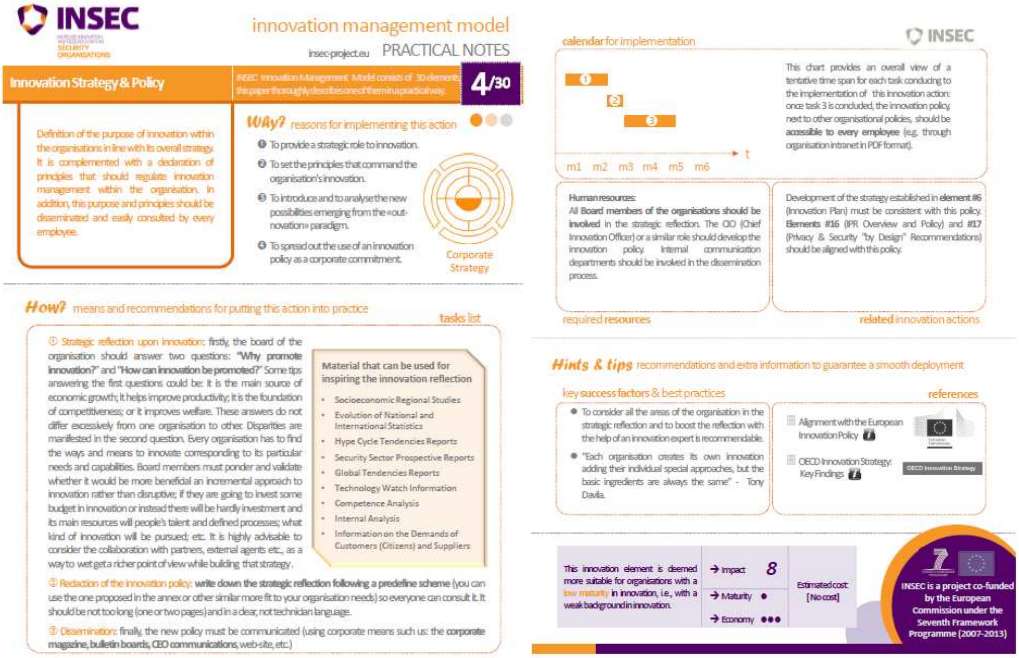

Figure 5: Practical file illustration

2) Technology audit and roadmap implementation methods and tools:

Completing the innovation maturity assessment, the organisation can identify its key technological shortfalls (through a technology audit) and create an action plan for technological improvements (through a technology roadmap implementation). Methods and tools to perform such tasks (technology audit and roadmap implementation) are provided on the platform. Illustration is given below

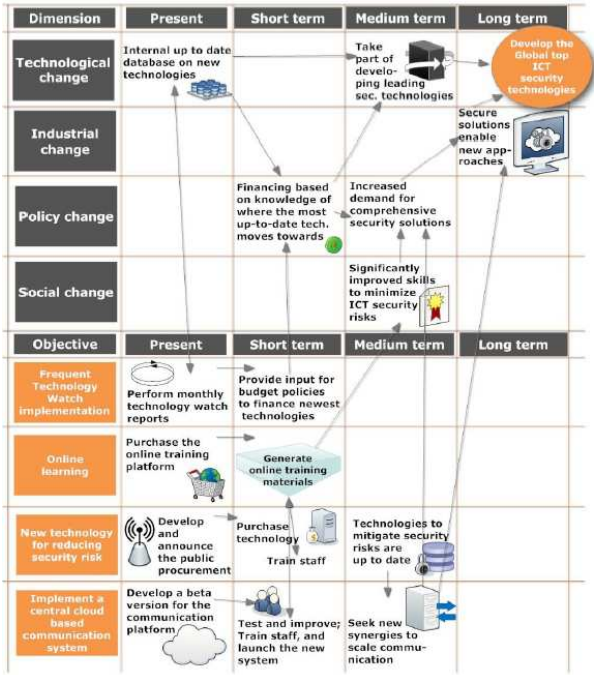

Figure 6: sample version of an overview for a complete technology roadmap

Finally, an organisation can position its R&D project idea regarding H2020 funding priorities using a H2020 diagnosis tool provided.

3) External tools allowing to seek partners and improve technology:

The second section of the platform, named “Seek partners and improve technology” gathers a set of tools allowing respectively to:

- Search for projects and partners
- See who provides the technologies needed by the organisation: Technology Watch
- Monitor EU calls and funding programmes
- Publish organisation´s profile and relevant achievements/technologies in Showroom
- Browse public procurement opportunities

Some illustrations are given below.

Figure 7: EU calls and funding programs

Figure 8: Public procurements opportunities

4) Improve innovation skills through training

The third section of the platform, named “Access Training” provides access to elearning tools on specific innovation topics, respectively:

- Development of innovation strategy
- Project Management
- Financing RDI at European level
- Creativity improvement/management
- Collaboration management

Illustrations are given below

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5) Facilitate communication with the Platform members through INSEC social

This last section allows to:

- Track their activities in progress
- Write and browse blogs
- Keep track of bookmarks
- Upload files to share with friends on the INSEC Platform
- Keep track of the INSEC members recent activities
- Hold technology presentation on Show Room
- Hold public discussions on The Wire
- Invite friends and create groups

- **Conclusion**

The objective of WP4 was to develop an integrated tool platform allowing security end users to better identify, select and implement new relevant technologies in their innovation processes and day-to-day activities.

This objective was achieved – INSEC Open Innovation platform was launched, tested and improved up to the end of the project.

As planned, the platform has included tools for internal innovation management (innovation maturity assessment, technology audit, technology roadmapping and H2020 priority identification) but also to facilitate collaborations with the external environment (technology watch and exploitation, partners' and projects' search). Elearning training modules were also added on specific innovation aspects in order to support security organization's in their innovation management

WP5 - Best practice

- **Objectives:**

This work package aimed at promoting "motivating examples" presenting them as good practices in implementing Innovation Management. Concretely, INSEC partners had to identify innovation best practices both in the Security field but also in other domains such as ICT or Health. Best practices identified had then to be disseminated through collaboration with other existing networks and funded projects, publication of articles but also organisation of 2 international workshops

- **Results**

This WP was divided in 4 main tasks:

- Task 5.1 – Collaboration with other existing networks and funded projects
- Task 5.2 – Promotion of best practices by promotion materials
- Task 5.3 – Analysis of best practices in sectors other than security
- Task 5.4 – Organisation of international workshops for promotion of best practices in Europe

From the beginning of the project, WP5 focused on the following tasks:

a) Collecting feedback from consortium partners regarding **good practices in implementing Innovation Management Information**. This was performed through the creation and use of two questionnaires based on WP3 methodology (17 interviews were conducted; task 5.2)

b) Ensuring the optimal **networking of INSEC with related initiatives** and key support networks for security end-users (Task 5.1). Best practices were disseminated though collaboration with the INNOSEC and ARCHIMEDES projects but also the Enterprise Europe Network and the NESSI Technology Platform.

More precisely, cooperation with many organisations and Networks had been cultivated during the project and representatives had attended the INSEC International workshops and participated in Panel Sessions. Examples of Networking included: Security NCP Network in partner countries; Enterprise Europe Network; Interpol; ENLETS- European Network of Law Enforcement; AFNOR (French National Organisation for Standardisation); FP7 CASSANDRA Project.

Finally a Master's degree module was inspired by INSEC. Indeed, the European Borderguard Agency launched an initiative to create a European Joint Master Program together with 5 consortium members and 17 partners in total, covering the

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Frontex membership countries. With 11 modules and one specific for technology and innovation, this program was developed jointly by the Academy of Security Sciences and the Romanian Borderguard Board - both INSEC end users.

c) Analysing **innovation best practices in sectors other than security** (Task 5.3). 16 interviews were conducted by INSEC partners and articles were written and disseminated either via the consortium or directly through the Internet. Examples are given below.

ANNEX 6 - BRESIMAR – BEST PRACTICE ON PRODUCT INNOVATION BY ALEX ALMEIDA (GLOBAZ)

Bresimar was established in 1982 and specialises in the commercialization of industrial automation equipment and systems for industrial automation.

The company's development was always based on the recruitment of high-qualify technicians, supported by a continuous policy of building a team capable to respond to a very demanding market in a state of constant evolution.

The income of Bresimar in 2001 was almost 90% based on commercial activity i.e. being representatives of various brands and focusing its business in buying and selling.

In 2001, Bresimar decided to establish an engineering department in order to support the selling and added/value of the company. This decision was supported by the analysis of the business and the prediction that profit margins would began to fall in their current business area.

Despite the creation of this department, the company remained dependent on re-selling products from others and as a result of globalization the margins continued to be squeezed. The possibility to acquire products via web sites contributed to the globalization of the business area.

In 2011 the Bresimar administration decided to create another department - the TEKON - Universal Temperature Solutions Department. The TEKON department is composed of 4 elements exclusively focused on Research, Development and Innovation activities.

Having been established for only two years, the TEKON department has already launched to the global market two products in the area of Wireless Temperature Transmitters. These 2 products, "In Head Wireless Universal Temperature Transmitter" and "Wireless Modbus Gateway" were initially born, using ideas management software acquired by Bresimar. This software works with a social network approach - the ideas collected are analysed by a group of 4 "wise men" in order to evaluate the technical and financial viability of the product. If the group decide to go forward with an idea, then the TEKON department assumes the implementation of the project and the employee responsible for the idea receives a monetary prize.

The 2 products launched are now the Bresimar flagships and they are already commercialized, not only using the traditional channels, but always using the web site www.tekonelectronics.com.

The success factors associated with this best practice were, in the opinion of the director for the RDI, the know/how of the team, composed of 4 engineers and also the fact that the TEKON department was created with only one objective: Creating new innovative products to increase the quality of service provided to current and potential clients.

ANNEX 5 - INTERNAL INNOVATION MANAGEMENT: THE OPEN PROGRAMME - A PORTUGAL TELECOM BEST PRACTICE FOR INTERNAL INNOVATION MANAGEMENT

Portugal Telecom (PT) is a global telecommunications operator and the Portuguese entity with the largest national and international business projection. PT has a diversified business portfolio in which quality and innovation are decisive aspects, alongside the most advanced international companies in this sector. The company's activities cover every segment of the telecommunications sector: fixed, mobile, multimedia, data and corporate solutions.

The PT Group is built around a portfolio of different companies operating in mobile telecommunications, international investments, research & development, IT systems and services, telemarketing, etc. PT's telecommunications and multimedia services are available in several developing international markets. PT's international footprint spreads to countries like Cape Verde, Mozambique, Timor, Angola, Kenya, China, Brazil, S. Tomé and Príncipe and Namibia.

An important part of PT values is it human resource policy and also its social responsibility to the wider community.

PT considers its human resource policy as the active and efficient management of the talents of its employees, rewarding and encouraging merit, creativity, excellence and believing in the continuous renewal of its resources.

The company assumes its social responsibility to the community through constant support to several institutions and by motivating its employees through a corporate volunteering policy, among other actions. The company creates innovative solutions aiming to facilitate the life of customers with special needs, and its products and services effectively contribute to areas such as education, environment, culture and sport.

In the past, the research, development and innovation (RDI) policies and management, were the responsibility of the PT Inovação company, operating with the objective of "gathering knowledge and generating value for the PT Group companies".

At the backbone of PT Inovação and PT Group is the concept of "knowing and implement", which aims to implement products and services that will lead to "creation" in order to be more competitive, always taking into account the point of view of customers. PT has created a department of exploratory innovation through which several national and international partnerships were developed, and which takes advantage of funding programmes.

PT was one of the first Portuguese companies to be certified by the standard NP 4457: 2007 - Management of Research Development and Innovation. This standard specifies the requirements for a management system of research, development and innovation, to enable an organization to develop and implement an RDI policy, increasing the overall effectiveness of their innovation performance.

d) Organisation **of international workshop and conferences** (task 5.4)

The INSEC first international workshop took place on 13th March 2013 at the Oslo Kongressenter, Norway. The event took place alongside Sectech Norway (www.sectech.nu/no).

A workshop was also organised by Gabinete Nacional de Segurança and Policia Judiciaria on 17th of April 2013 in Lagos, Portugal. This workshop, named 'A Multi-Dimensional View of Security in the Private and Public Domain' aimed at promoting and sharing experiences in the context of Security Innovation and Research within Organizations. The event was a success,

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with more than 70 participants, observing the many different dimensions of security and bringing together relevant stakeholders, both Security Organizations and SMEs.

The second INSEC international workshop took place on 19th November 2013 at the Paris Villepinte Exhibition Centre, in Paris, France and was attended by 51 people. It took place alongside Milipol 2013 (en.milipol.com) and addressed 'Best practice Open Innovation Platform for Implementation of Innovation Management within Security Organisations in Europe'. Two panels sessions focused respectively on'Creating a best practive online hub that drive innovation' and ' Cross sectoral open innovation best practives and platforms'

INSEC's collaboration with INNOSEC and ARCHIMEDES was exemplified by their attendance and contribution and by the Milipol Talk-show in Paris on 21 November 2013. Link to the talk show is as follows:

http://www.archimedes-eu.eu/videos/video.php?&video=milipol_innovation_management.

Finally, an international Conference on Innovation and Criminal Investigation took place at Policia Judiciaria in Lisbon, Portugal on 10th July 2014.

Policia Judiciária, the Portuguese Criminal Police, organised the international Conference "Innovation and Criminal Investigation" to bring together International, European and Portuguese entities interested to discuss the issue of Innovation and the balance between the need for innovation and the specific rules applied to security organisations. The Conference took place at the new headquarters of Polícia Judiciária in Lisbon, on the 10th July.

About two hundred participants had the opportunity to obtain knowledge and share their vision on aspects of security issues related to innovation needs and processes within their organisations. The diversity of points of views and approaches enriched and stimulated dialogue on the subject of Innovation and criminal investigation.

This event included a panel discussion with five INSEC end-users:"Alexandru Ioan Cuza" Police Academy, Romania; City of Skopje - Fire Department, Former Yugoslav Republic of Macedonia; Hungarian Ministry of Interior, Hungary; Romanian Border Police, Romania; Policia Judiciaria, Portugal. The purpose of the discussion was to share with the public the INSEC end-user results and benefits from implementing the INSEC Platform and related tools, as well as to identify barriers and key actions for the future. An article about this panel discussion and another article about the Conference were published in INSEC Newsletter 4.

Generally speaking, there was a unanimous positive evaluation of this Conference, which contributed to the dissemination of the results of the project, willingness to use the INSEC Platform, willingness to follow the Innovation Management Model and raising interest to promote synergies with other European funded projects, like INNOSEC, and with other European initiatives, like ENLETS.

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- **Conclusion**

All objectives of this work package were achieved.

Successul collaboration were implemented with relevant FP project and many networks, both within the Security sector and outwith the Security sector. This provided input to the INSEC innovation model and Platform, while at the same time creating interest and providing an opportunity for dissemination. INSEC's collaboration with INNOSEC and ARCHIMEDES was exemplified by their attendance and contribution at INSEC International Workshops, and by the Milipol Talk-show in Paris on 21 November 2013: http://www.archimedes-eu.eu/videos/video.php?&video=milipol_innovation_management

Innovation Management best practices were identified, promoted and disseminated through Internet as well as INSEC partner networks and own tools, both on the security field but also in other domains e.g. ICT, Health, Transport. Articles were published in relevant online and paper publications.

Finally, the two international event planned were organised and were a real success – the first one in Oslo (March 2013), the second one in Paris (November 2013). Additionally a workshop was organised in Portugal (in April 2013) and a final international conference with more than 200 participants in Lisbon in July 2014. This brought together Security organisations and gave them a fora to present and discuss ideas for improving innovation in their organisations as well as breaking down barriers to cooperation. Many examples of Best Practice were presented by multiple speakers and discussed during panel sessions

WP6- Training

- **Objectives**

The main objectives of this work package was to provide end – users with the knowledge and practical skills in the management of Innovation on issues such as: system requirements for innovation management; national/international incentives for innovation; return on investment in innovation; developing an innovation plan (Technology Audit, Watch and Roadmapping) but also about FP7 opportunities and rules and news regarding the HORIZON2020 program.

Training modules developped had to be accessible through the INSEC platform with an elearning approach. In parallel was planned the organisation of four training sessions in Estonia, Spain, France and Romania, with an objective of a hundred people globally participating.

- **Results**

This WP was divided in 4 main tasks:

- Task 6.1 – Definition of the training needs
- Task 6.2 – Creation of an "innovation" training system framework
- Task 6.3 – Deployment of e-learning training courses
- Task 6.4 – Organisation of classical training sessions

Under Task 6.1, the consortium **identified the training needs of end users from security field related to innovation management**. The methodology used for identification of the training needs of INSEC end users was based on collection of information (questionnaire method + interviews), analysis of information received, analysis of other related materials (official reports, other documents / studies, methods) combining a qualitative method (based on the experience of Consultant Partners

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as well as end users) with a quantitative, analytical approach. A list of training needs was identified, which was the starting point for definition of the training themes.

Under Task 6.2, a **training system framework** was designed. The objective was to create an innovative e-leaning system and platform, using Adobe. Development was performed to integrate all modules to the general INSEC platform.

Under Task 6.3 and during the second year of the project, five innovation training modules were defined, structured and implemented aiming at answering the training needs identified. These modules are respectively: Innovation Strategy Development, Project management, Financing RDI at European level, Creativity Improvement/Management and Collaboration Management. These modules were deployed through **e-learning training courses**. It is possible to access them on the following link and after having registered: http://www.insec-project.eu/en/insec-open-innovation-platform.23/insec-open-innovation-platform.a49.html). Illustration is provided below.

Under Task 6.4 were **organised 6 classical training sessions** in the following countries: Estonia, Romania, France, Spain and Portugal. All materials developed and used during these sessions were uploaded on the INSEC website: http://www.insec-project.eu/en/-b-training-sessions--b-.26/training-sessions.a72.html and can be accessed for free by any interested person. Themes of these sessions were related to “Innovation Management Strategy”, “Development of Innovation Plan”, “Innovation Management in Public Sector Organisations”, “Project Management”, “IPR Management” and “Horizon 2020”. Within the 6 (six) sessions were trained 213 participants (double than initially established).

- **Conclusion**

All objectives planned have been achieved. A first document presents the innovation training needs ranked from security stakeholders. A training system framework was designed and specific innovation training modules implemented answering needs expressed. Finally, 6 classical training sessions were organised addressing 213 people (with a first objective of four training sessions and 100 people)

Gaining these skills, security end users can further improve their (**internal) innovation management system** and increase **collaborations & networking** with organisations from other sectors, mainly SMEs (as partners within RDI projects or suppliers of innovative products, processes or services).

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Ethical activity within INSEC

An Ethical Manager (Dana Remes from EFPC) was appointed by the project, whose role was to ensure ethical compliance of tasks undertaken by the consortium and to ensure that unforeseen ethical issues will be handled in the appropriate manner. INSEC proposed and produced informed consent forms for the interviews and informed consent information for the on-line questionnaire, in particular addressing the procedure for the Organisations to change their input. This aimed at guaranteeing the data protection. The Ethical Manager ensured that Data collected from end-users during INSEC interviews and other activities was only made public with the consent of the end-user via their signature. Data collection was also monitored to ensure compliance with national as well as FP7 regulations.

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Conclusion

The work performed during the 28 months period allowed to reach 100% of the objectives that were defined for INSEC project.

INSEC aimed to provide new innovation approaches and tools to the European security players, helping them in their innovation management and collaboration with SME providers. Main outputs consisted of:

- The development of a **new internal innovation management model** – INSEC innovation management model. This allowed the security organizations to better manage both the financial impacts and the added value of innovating projects.
- The creation of a methodology, tools (**diagnosis tool, technology audit tool, roadmapping tool**, tools for technology exploitation and European funding) and practical notes (30 practical notes) to help security organisations in the implementation of the INSEC innovation management model.
- The development of an **external open innovation platform** –INSEC platform- in order to promote the networking between public and private security organizations (including SMEs).
- **Four major European-scale events** organized to share the good practices in the field of innovation management and security in Norway, Portugal and France. This task has been overperformed as only two major events were foreseen for the duration of the project and constituted a great dissemination activity for the INSEC project external actors.
- **A collection of best practices** gathered from the security and other than security field to inspire the security organisations in implementing innovation practices inside their organisation.
- **6 e-learning training modules** accessible on the INSEC platform implemented addressing a set of innovation matters, thus supportting the methodology developed for the INSEC management model
- **6 classical training sessions** (Romania, France, Estonia, Spain and Portugal) supplying the public/private security end-users with knowledge and practical skills in innovation management and improving their collaboration (innovative) practices through training. This task has also been overperformed as 2 extra training sessions have been organised and 212 people have been trained (for an objective of 80-100 people in total).

At the heart of the project - INSEC management model - the tools and methodology have been tested and validated by INSEC end-users as well as one external end-user organisation which validated its relevance and facility to implement it in-house. This allowed having concrete actions on short term, middle term and long term.

Examples of tangible INSEC end-user results include: Identification of EU calls and funding opportunities; new approach for acquiring technical equipment involving preliminary testing of technologies currently on the market; strategic decision-making which will be the basis for future procurements as well as for contributing to employee policy and plans; Increased cooperation with external stakeholders; finding technology providers; Technology audit tool and creativity sessions used within curricula of a training module within European Joint Master's program in strategic border management, etc.

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Best practices have been identified by INSEC end-users, as for example:

- **Creation of an innovation department;**
- **Use of idea management and brainstorming tools;**
- **Crowdsourcing - Open Innovation and the INSEC Platform can be used to identify specialists in very specific areas who can help solve a problem. For end-users the problem would need to be very carefully formulated so that it can be made public;**
- **More flexible and agile organisational structures that allow interaction and communication between employees, without rigidly defined functional areas, and with functional integration instead;**
- **Increased participation in relevant European Technology Platforms;**
- **Updated information available as soon as possible to relevant employees across an organisation via cloud-computing, memory-sticks etc.;**
- **SMES products and services promotion to end-user security organisations through the INSEC (being a first-meeting-point for both organisations);**
- **INSEC Platform tools (can be downloaded and used offline).**

It has to be noticed that some constraints were identified when implementing the INSEC innovation management model and INSEC platform. Solutions were identified and proposed to overcome them. Examples are given below

- **Legal issues with and between countries in Europe**

  Each EU country has its own Privacy and Security laws and in Eastern European countries, these can be more stringent than in other countries. These barriers for sharing information must be broken down to facilitate innovation. At INSEC level there were provided guidelines on the usage of legislation for innovation purposes (Deliverable 3.1)

- **Need for end-users to establish separate innovation departments**

  INSEC model was useful as providing the elements to convince of the importance to create such a structure (practical note).

- **It is important that private and public sector engage much more to improve the speed, level, quantity and adoption of new innovative products and services**

  INSEC can act as a catalyst and during the events it organised there were specific sessions dedicated to the public/private cooperation (especially for SMEs).

- **Public sector decision process is often longer than private one.**

  This must be taken into account in collaboration agreements and implementation plans. The innovation speed of SMEs, for example, is a main reason public organisations need to collaborate with them, and bureaucratic barriers to collaboration need to be reduced. INSEC provided again practical notes on this aspect.

- **Implementing technology audit or defining a technology roadmap is not an easy task. Training and guidance are often required.**

  INSEC provides such tools within its platform. Moreover, online training sessions are also available.

Even if the project ended, the changing process as well as the adoption of innovative practices inside the security organisations has been launched. Hopefully on a long term perspective, INSEC results will be positive, knowing that **deep structural changes need to be engendered. INSEC platform will act as a support for all internal changes and external co**llaborations aiming at creating innovative services and technology.

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4.1.4. The potential impact of the project and main dissemination activities and exploitation of results

Potential impact of the project

The impact generated from INSec should be understood along three main dimensions:

a) Specific impacts in relation to the work programme objectives;

b) General impact the project on the Security sector, including the socio-economic impact and the wider societal implications of the project so far

c) Policies impacts in relation to European general goals.

A). Specific impacts in relation to the work programme objectives, security programme and topic SEC-2011.7.5-1

Impacts related to the work programme objectives:

1. Address socio-economic research and technology foresight aimed at identifying innovation-driven markets and mapping common research and demonstration needs, as well as emerging policy needs and international research and innovation patterns.

⇨ In order to build the innovation management model, INSEC partners started with a deep analysis of the security actors and the security field on overall. The question "Why innovation is needed in the security field" was addressed, ethical and socio-economic implications considered as well as risks linked with innovation creation. On this matter, WP5 detected and analysed best practices from the security field or other sectors as well as shared within the two international workshops organised by INSEC in Oslo and Paris.

2. Strengthen links and integration, and identify mutually interesting, cross-cutting research areas across Security modes and research communities. Such actions should be based on strategy needs, enhancing cross-fertilization of technologies, approaches and solutions, thus maximising the impact of research funding

⇨ INSEC innovation management model and the INSEC platform are the new tools that have been developed during the project. They are both accessible to all security actors having an interest in performing research activities. Amongst others, we had intense research cooperation with the INNOSEC and ARCHIMEDES models (the two other Support Actions funded under the same priority) and analysed the positioning of each of the three models. Considering the academia research on the innovative practices that we developed, we collaborated with Prof. Hugo Rosemont from King's College London, highly interested to see the impact of the INSEC platform on the security organisations. In this sense he was invited as speaker on the second INSEC international event in Paris in November 2013.

⇨ As for the identification of the technology advancements, one of INSEC platform's role was related to help highly innovative SMEs working in the security field promoting their technologies and services to the European security community. Companies are invited to present their products or services online and propose collaborative projects to enhance development of new technologies.

3. Encourage participation of all Member and Associate States up to the maximum of their capabilities, with special attention to weaker players

⇨ INSEC platform is open to all European countries and we advertised it to both public and private actors. European associated members stated were also informed either through our partner City of Skopje (who did dissemination actions locally) or through participation to events like IFSEC, helt in Istanbul in September 2013. INSEC consortium is also represented by partners from eight different states and actions (like international events or creativity sessions) were split in different geographical areas.

4. Reinforce dissemination and awareness of research results for ensuring the take up and use of them.

⇨ There is a list of about 80 dissemination activities that were made by the partners of INSEC project, including collaboration with more than 10 European funded projects and fifteen networks and associations with activity in the security field.

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Impacts related to the security programme objectives:

The objective of the Security theme is to develop the technologies and knowledge for building capabilities needed to:

- ensure the security of citizens from threats such as terrorism, natural disasters and crime, while respecting fundamental rights including the protection of personal data
- ensure optimal and concerted use of available and evolving technologies to the benefit of civil European security,
- stimulate the cooperation of providers and users for civil security solutions,
- improve the competitiveness of the European security industry
- and deliver mission-oriented research results to reduce security gaps.

⇨ With the INSEC Innovation Management model, the project established a framework that contributed to better performance of the end-user organisations, focusing on their RDI management system as a fundamental method to create knowledge and transform it into economic and social wealth. The model, based on the understanding of the internal processes and use of competences as well as the external cooperation with actors from the academia, private technology providers, citizens or state organisms allows having an improved vision on the security needs and aims at long term to reduce the security gaps.

Impacts related to the topic SEC-2011.7.5-1 objectives:

1) The main objective of this action is to analyse the main aspects of Innovation Management in the security-related operators (end-users), both public and private. It should include the adaptation of effective tools for technology watch, road mapping and forecast to the security sector.

⇨ As previously stated, INSEC management model applied to both public and private type of actors working in the security field. A special attention was dedicated to SMEs and one of the INSEC platform goals was to help fostering cooperation in between public security organisations and SMEs. The diagnosis tool (helping to detect the maturity level of one organisation) was tested during the training sessions (ie. Organised in Lyon and Paris, France) by SMEs, big private organisations and public organisations. As for technology watch, roadmapping and forecast they are all addressed and dedicated to all types of security organisations.

2) It should promote a rationalisation of gap analysis and procurement strategies.

⇨ A specific deliverable is dealing with the gap analysis and procurement strategies.

3) The action should include the analysis and impact of new technologies and review their ethical and legal implications.

⇨ The security sector is strongly supported by the technological development. Even though the project in itself does not deal with the development of new technologies, however the innovation management model includes elements on Technology tools. Based on the maturity level of each organisation, a practical note about the development of this part is foreseen: why is technology important for the organisation, how can it be applied, what expected duration for its implementation, what impact, what costs, etc. On top of this, this document is analysing in detail the ethical and legal implications of technology use.

4) The action should be the opportunity to networking activities and exchanges of best practices between the security end users in Europe, contributing to the emergence of common needs and common cultures. The active participation of a large range of end users is essential.

⇨ A dedicated workpackage (WP5) was engaged to foster the cooperation and networking in order to disseminate best practices. Inside INSEC consortium we had representatives of four categories of security end-users: rescue service, police and national security, academia and national security infrastructure, but all the dissemination actions were made to a more wider public, which dealt with the security of citizens on overall.

5) Assessment of the training needs and opening new areas of action that would lead to greater effectiveness in operations.

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- ⇨ In workpackage 6, the first task consisted on identifying the training needs of the security organisations. Specific questions were addressed to more than 100 SMEs and public security organisations. We could identify the training needs which were then implemented in the six e-learning training sessions from the INSEC platform as well as six classical training sessions.

B). General impact of the project on the Security sector, including the socio-economic impact and the wider societal implications of the project so far

Actors who are involved in ensuring the security of the citizens in a large sense, either public or private entities, were all along the project the potential users of the methods and tools developed within INSEC. Through the actions that were made on the project we considered the needs and inputs of actors:

- within the consortium through mainly INSEC End-users implication

- outside the consortium by exchanging with external organisations working in the security field.

INSEC end-users were contributors and direct beneficiaries of the main outcomes of the project. Based on their specific needs and specificities we created both the INSEC management model and INSEC platform. All end-users could:

- Test the tools developed to enhance innovation and provide their feedback

- Profit from the expertise of the consulting organisations who provided support when the internal competencies were missing

- Identify specific problems and organise creativity sessions for MAI, ORFK, EASS and CoS

- Participate to classical training sessions (all INSEC end-users)

- Participate and contribute to INSEC international conferences, being able to network and exchange best practices with other organisations from the security field

- Identify SMEs and other technology providers services

As for security actors that were external INSEC consortium, they were approached in different manners with the various dissemination activities organised in WP2 or with the direct activities from WP5 (Best Practices) and WP6 (Training). We noted more than 400 participants to direct actions organised by INSEC project (conferences, trainings) , more than 350 subscribed INSEC platform and more than six hundred received INSEC newsletters.

All these actions had as main scope to increase innovativeness level inside the security organisations, with impact on increasing the security of the citizens.

INSEC platform is the core of the tangible results which can be enhanced and improved after the end of the project. INSEC work package leaders built a sustainability plan with three different scenarios which details the direction and investments, together with the expected financial outcomes that are expected. Often, security organisations are missing competencies internally to put in place these innovative practices. The INSEC consulting partners are willing to offer guidance and services after the end of the project to help the security sector progress in the innovative environment.

Below are given the types of services that could be performed for a defined price:

1. Tailor-made consultancy services for innovation management.
2. Training and assistance on the usage of both the INSEC platform and associated free-to-use Innovation management tools.

C). Policies impacts in relation to European general goals.

The results of the INSEC project, including mainly the INSEC management model and its methodology have been presented to national standardisation bodies (ie. AFNOR - the French normalization agency) and a working group on 'Innovation Management assessment" led by AT Kearney (promoting the Impro^{3}ve method) allowed working on a Technical specification on this matter. This Working Group is included in the following Technical Committee (CEN TC 389).

Throughout the different meetings related to the standardization of innovation management, Alma ensured the validity of INSEC innovation management model for future actions.

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Main dissemination activities and exploitation of results

Besides the List of Dissemination Activities uploaded in the research participant portal (around 80 entries), we would like to highlight the following dissemination activities:

Entity	Type of action
Magazine "FRONTIERA"	• Promotion of INSEC project in newsletter • Promotion of training session in Romania
Radio local, called Dabas Rádió – Hunagy	• In the interview it was summarized the project history, duration, EU funding, participants, goals, activities, results. It was also highlighted the INSEC Platform with its functionalities and contents
Publication on the Horizon – The EU research & Innovation Magazine	• Publication of article „Sharing know-how to make us safer„ http://horizon-magazine.eu/article/sharing-know-how-make-us-safer_en.html
Police of Hungary	• Published an article on its public and intra-website http://www.police.hu/hirek-es-informaciok/legfrissebb-hireink/szervezeti-hirek/insec-hagyomanyos-trening
Europol (UNE- Europol National Unit)	• Sent a project presentation to its mailing list with poster, platform leaflet and 2nd newsletter)
CoESS - Confederation of European Security Services	• Article about INSEC in newsletter despatched (NOV2013)
INSEC Internal events	• 2 international workshops (WP5) o Norway (Oslo) – 27 participants o France (Paris) – 51 participants • 6 training sessions (WP6) o Estonia (Tallinn) – 63 participants) o Romania (Bucharest) – 45 participants o France (Lyon) – 19 participants o Spain (Madrid) – 30 participants o France (Paris) - 21 participants o Portugal (Lisbon) – 35 participants • 1 final event in Lisbon • 4 creativity sessions o Romanian Border Police o The Estonian Academy of Security Sciences o The Fire Department of City of Skopje o The Hungarian Police
ICT2013	The presentation of a project like INSEC in this event was convenient as it privileges the creation of new contacts between security end-users and other actors on the Security and ICT fields. The event was hold by the Lithuanian Presidency. 5315 participants were registered. Separate area for Exhibition and Networking sessions where held where Age Laine (ADVISIO) and Alexandre Almeida (GLOBAZ) participated in order to disseminate the INSEC Platform. Ca 20 new members were registered to the platform.
IFSEC2013	Michael Remes (EFPC) and Cecilia Tatu (ALMA) attended the IFSEC Istanbul event on behalf of INSEC. Michael organised a booth at the event (free of charge) and a presentation slot which took place on 02.10.13. INSEC was in the Conference brochure, both in the exhibitors section and the Conference program. Cecilia Tatu from Alma attended the event with Michael in order to assist with manning the booth and demonstration of the INSEC Platform. There was a lot of interest in the INSEC project and platform, and opportunities to follow-up include, for example

	from Panasonic and The Turkish Private Security Federation. Over 20 organisations/consultants subscribed to the INSEC database during the event. The following INSEC materials were prepared for the event, in cooperation with WP2 leader:
Milipol Talk-show	Together with the INNOSEC project, INSEC was invited by the ARCHIMEDES project to have a 30 min round-table discussion on 21st of November about the innovation management in the security field on a talk show inside Milipol. There were two discussions, each 30 minutes in duration, (one in French and one in English). Michel Moulinet and Cecilia Tatu from Alma represented INSEC. Link to the talk show is as follows: http://www.archimedes-eu.eu/videos/video.php?&video=milipol_innovation_management

More information and all supporting documents are available on the project's website: http://www.insec-project.eu/en/

Coordinator's Contact detail:

Michel Moulinet, Alma Consulting Group

Tel: +33 4 72 35 80 30

Fax: +33 4 72 35 80 31

E-mail: mmoulinet@almacg.com

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INCREASE INNOVATION AND RESEARCH WITHIN SECURITY ORGANISATIONS

COORDINATOR
ALMA CONSULTING GROUP SAS
(+33 (0) 4 72 35 80 30)

PARTNERS
EFPC (UK) LTD
FM MANAGEMENT CONSULTANCY SRL
PROXIMA CENTAURI SAS
ADVISIO OU
GLOBAZ SA
EVERIS SPAIN SLU
INOGATE- CONSULTORIA EM INOVACAO EMPRESARIAL SA
SISEKAITSEAKADEEMIA
ACADEMIA DE POLITIE ALEXANDRU IOAN CUZA
GRAD SKOPJE
HUNGARIAN MINISTRY OF INTERIOR
OU BALTIC INNOVATION AGENCY B.I.A.
ROMANIAN MINISTRY OF ADMINISTRATION AND INTERIOR
GNS - GABINETE NACIONAL DE SEGURANÇA
PJ - POLÍCIA JUDICIÁRIA

SEVENTH FRAMEWORK PROGRAMME

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