

Good Practices of Regional Innovation Policy Instruments

## **IMPLEMENTING SMART SPECIALISATION STRATEGIES IN THE BALTIC SEA REGION**

### **Regional Innovation Policy Instruments**

Based on good practices collected in the Interreg Baltic Sea Region Project EmplInno -  
S3-Empowering for Innovation and Growth in Medium-Sized Cities and Regions

Good Practices of Regional Innovation Policy Instruments

Introduction.....	3
Research and Implementation Fund (RIF), Kujawsko-Pomorskie .....	4
Epanet University Network, South Ostrobothnia .....	7
Quadruple Helix Scenario Development of the region, South Savo .....	9
SPARK Demo centre, Tartu.....	11
Targeted research - Measure 1.2 in the ROP of the Lubelskie Voivodeship .....	13
Growth Catalyst, South Denmark.....	15
Scale-up Denmark .....	17
Public Private Innovation Fund, South Denmark .....	19
Match Industry LAB, Satakunta .....	21
The Seven Innovation Gap Model, Gävleborg.....	24
Latvian IT Cluster and Riga IT Demo centre .....	26
Techno Lunches, Mecklenburg-Vorpommern.....	30
Electronic Science Gate, Lithuania .....	31
Future Company Scheme, Östergötland .....	36

## Introduction

The Interreg Baltic Sea Region Project Emplnno - S3-Empowering for Innovation and Growth in Medium-Sized Cities and Regions fosters the implementation and improvement of regional smart specialisation strategies (RIS3) in medium sized cities and regions in the Baltic Sea Region.

One of the sub-objectives of the project has been to boost cooperation between innovation actors and SMEs as well as transnationally between SMEs and e.g. cluster managements, thus leveraging their innovativeness and competitiveness. During the project, Emplnno partners have went for this objective by continuous sharing of their good practices of regional and local innovation policy instruments. As a result, numerous examples of boosting innovation and growth within the Baltic Sea Region have been introduced and discussed.

This document, the Emplnno catalogue of Regional Innovation Policy Instruments, offers a comprehensive overview of the good practices learned during the project, as it includes the best examples chosen by the project partners. Each description of a good practice includes the overall information, objectives and results as well as success factors of the practice in question.

The aim of the catalogue is to provide new ideas and solutions for the regional authorities and innovation intermediaries working together for RIS3 delivery in different regions of the Baltic Sea Region and beyond.

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Research and Implementation Fund (RIF), Kujawsko-Pomorskie</b>
Location (country, region)	Poland, Kujawsko-Pomorskie
Main organizations involved	Kuyavian-Pomeranian Innovation Agency
Contact details for further information	<a href="http://www.kpai.pl">www.kpai.pl</a> <a href="http://www.fbiw.kpai.pl/">http://www.fbiw.kpai.pl/</a>

### Description

The aim of the project was to create a system for funding innovations in the Kujawsko-Pomorskie region and stimulate the cooperation between entrepreneurs and science through the support of services and investments. The Research and Implementation Fund is a grant project that is operated by Kuyavian-Pomeranian Innovation Agency. The basic allocation for support from the European Regional Development Fund within the framework of the RIF in 2014-2015 was 16 800 000,00 PLN.

There are 5 individual modules within RIF:

- Module 1. Support for the purchase of the module R & D services to businesses, essential for entrepreneurs in the process of developing a new or improved product and process changes in the company;
- Module 2. Support for the implementation of the results of research and development services in a business enterprise;
- Module 3. Investment support related to the acquisition of fixed assets in research organizations (research laboratory equipment);
- Module 4. Support for the use of demonstration projects, prototypes, pilot projects for commercial purposes (investment support);
- Module 5. Investment support related to the acquisition of fixed assets necessary to carry out R&D in enterprises.

The project enjoyed so much interest that it will be pursued in years 2017-2020 and it will be extended to include patent vouchers. As for this edition, the allocation of resources is 38 600 000,00 PLN.

Good Practices of Regional Innovation Policy Instruments

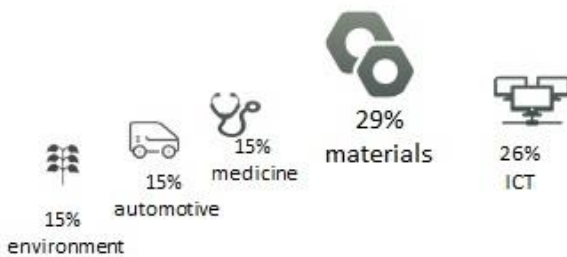
**Objectives and results**

Financial support in the form of grants for 27 projects

- the total financial support granted to more than 4 million EUR
- the amount of projects is nearly 10 million EUR
- the creation of more than 100 new jobs
- more than 30 innovative products
- 85 ideas verified and consulted with experts
- many new cooperation and business contacts
- new ideas and concepts for the future



The projects were part of the regional specialization and allocation of funds for each branch looked as follows:



**Transferability**

The plan is a continuation of the RIF idea, using the experience gained. Proof of success is that entrepreneurs from the region expect to continue cooperation. Undoubtedly, the initiative could be implemented in other regions of Poland and Europe. The concept could be tailored to the specificity of entities operating in the region and used to foster innovation. Project executives are convinced that this may be the inspiration for developing a new innovation support model in other regions of the country and in Europe. KPAI has established many contacts with entrepreneurs, business environment institutions and research institutions from the region, country and Europe, promoting the idea of RIF. These include the Fraunhofer Institute in Dresden, the Warsaw University of Technology, the National Research and Development Center, the Industrial Development Agency and the Polish Agency for Enterprise.

**Success factors**

The research conducted in connection with the process of updating the "Regional Innovation Strategy of Kujawsko-Pomorskie Voivodeship in 2020" shows that 2/3 of innovative enterprises in the voivodeship do not cooperate with R & D units. The mentality of entrepreneurs interested in exploiting the currently supported market segment is an obstacle to the development of innovative potential. Another problem was the small activity of scientific units in undertaking business research, here the barrier was limited access to finance the equipment of research laboratories. The consequence of these problems was the low share of product and process innovations. In response to these problems the RIF concept was created.

## Good Practices of Regional Innovation Policy Instruments

This project achieves goals by choosing the most interesting ideas, simplifying procedures, innovative approach to evaluation, project based on innovation and business friendly. The main stakeholders and beneficiaries of the practice are entrepreneurs who have innovative activities and implement such projects.

The solution proposed in the Research and Implementation Fund Scheme (RIF) complemented the existing innovation support system by stimulating entrepreneurship and science co-operation in the form of support for specific services or investments in support of entrepreneurs in collaboration with institutions and learning organizations for the implementation of innovation in the economy.

The Research and Implementation Fund provided equal access for entrepreneurs from the whole of Kujawsko-Pomorskie Province to information on strengthening the potential of research and technological development in the region on the basis of cooperation between science and business. The project also stimulated the SME sector to collaborate with science transfer units.

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Epanet University Network, South Ostrobothnia</b>
Location (country, region)	Finland, South Ostrobothnia
Main organizations involved	University Consortium, University of Tampere, University of Vaasa, University of Helsinki, Tampere University of Technology
Contact details for further information	<a href="http://huispaus.ucs.fi/Epanet/Arkisto/Epanet08032013-short-introduction.pdf">http://huispaus.ucs.fi/Epanet/Arkisto/Epanet08032013-short-introduction.pdf</a>

### Description

South Ostrobothnian University Network Epanet has been working from 1999 on forming research groups of high quality on the branches needed in South Ostrobothnia. The groups are led by fixed-term research professors. The basic resource for professorships is collected by the University Association. Each professor is gathering a research group of 3–5 people (using different sources of money). The groups are working in South Ostrobothnia, most of them in Seinäjoki. Epanet forms an essential part in the content of University Consortium of Seinäjoki.

### Objectives and results

Aims are at developing South Ostrobothnia by research and development work, by increasing the competitiveness of regional enterprises, increasing the welfare of the area and increasing the volume of research work. The University Consortium brings together a community of 90 experts; hosts about 15 researchers at the Researchers' Residence; educates 2500 adult students per year; has contributed to 340 master's degrees in the region; and has received annual funding of about €7 million.



### Transferability

Establishing a similar university network could be considered in regions that face for example poor R&I performance due to the absence of an own university or other research institutions. It would also

## Good Practices of Regional Innovation Policy Instruments

require a common understanding of the problem and strong engagement of different actors in order to ensure the financial resources and support for the network. Identifying the strengths, weaknesses and needs of the region is crucial when deciding the focus areas of such research network.

### Success factors

Why is Epanet possible in South Ostrobothnia? There are several needs in the region widely recognized: large share of rural area, relatively low education level, a lot of SMEs, no universities and need to raise the level of education and knowledge. Resources, that South Ostrobothnia has, include a lot of SMEs, university units, regional authorities and municipalities which are deeply engaged, development funds and regional decision making. There is also a strong common will and consensus. There is a strong connection to the development of the main priorities in the region.

The EU funding has been one of the main sources to sustain the University Consortium and is provided by multiple sources (ERDF, ESF). The municipalities, scientific foundations, national innovation financiers, the Finnish Academy of Science and approximately 150 enterprises also fund the University Consortium. All the South Ostrobothnian municipalities are financing the Epanet network.

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Quadruple Helix Scenario Development of the region, South Savo</b>
Location (country, region)	Finland, South Savo
Main organizations involved	South Savo region council process owner, consultant as process-facilitator, stakeholder actors of educational sector, local business sector representatives and entrepreneurs, different associations representing citizens, municipality- and city-representatives
Contact details for further information	South Savo Regional Council: <a href="mailto:Riitta.Koskinen@esavo.fi">Riitta.Koskinen@esavo.fi</a> ; <a href="mailto:Hanna.Makkula@esavo.fi">Hanna.Makkula@esavo.fi</a> ; <a href="mailto:Tomi.Heimonen@esavo.fi">Tomi.Heimonen@esavo.fi</a>

### Description

Defined goal is to create the South Savo region's future scenarios (2030) in order to facilitate new South Savo regional strategy 2030 development. A consultant has been used as facilitator of this process.

Consultant's role in the process is to coordinate the whole region future scenarios development process. The process includes arranging stakeholder meetings and facilitation/coordination the arranged events and summarizing of the events' outputs on written format. At the end of the project, the FINAL output is five scenarios of the South Savo Region 2030 and presentation material of these scenarios. Process owner is the South Savo Regional Council. The Regional Council's role is to participate in the arranged stakeholder events and whole process with the regional stakeholders (quadruple helix cooperation) and coordinate the project with consultant (in practice having separate meetings to follow-up the progress of the process with consultant and to solve possible problems together and, most importantly, to approve the separate steps of the project). Methodologies used during the process and the arranged events were: Scenario development workshops, future discussion workshops, brainstorming, swot, theme discussion.

### Objectives and results

The objective is to achieve shared understanding and commitment of diverse regional stakeholders of the jointly created (written) scenarios including the future forces influencing the region. In addition, it is hoped to create proactive implementation plans for all four scenarios. The fifth scenario includes actions that the region has to take in case of any scenario coming true.

There was a need for coordinated process easy to understand, attain and contribute. The Quadruple Helix Scenario produces a comprehensive understanding of stakeholder views, involving over 100 diverse organizations including schools, development organizations, companies, enterprises and associations.

## Good Practices of Regional Innovation Policy Instruments

### Transferability

There was a clear need for regional scenarios that are easily understandable and can be used for more specific e.g. branch of industry related scenario work, which have been already exploited in the food industry scenario building.

### Success factors

In the case of South Savo, the digital opportunities were partly used, but as a learning point of view the digital methods should be more widely used especially in broader stakeholder collaboration in order to positively influence the cooperation between diverse stakeholders of the process and in order to more efficiently use the scarce resources (e.g. time, human resources) of participated actors in the process. Overall, the process output gives something valuable for each actor participating in the process. Moreover, it increases stakeholders shared understanding and commitment of the region's future challenges, problems and opportunities with possible action plans.

<b>General Information</b>	
Title of the good practice	<b>SPARK Demo centre, Tartu</b>
Location (country, region)	Estonia, Tartu
Main organizations involved	Tartu Science Park, Tartu city
Contact details for further information	<a href="http://www.sparkdemo.ee/en">www.sparkdemo.ee/en</a>

### Description

SPARK Demo was established and is managed by Tartu Science Park. The idea was presented to stakeholders at the end of 2015. The opening ceremony was held on the 27<sup>th</sup> of September in 2016. SPARK Demo is an information and demo centre for the businesses in the South-Estonian region. It brings together innovative solutions, successful companies, brightest start-ups, business support organizations and other stakeholders. The aim is to promote cooperation, share information and demonstrate the strengths and uniqueness of the region and serve as a contact point between interested parties.

### Objectives and results

The strategic sectors represented in the SPARK Demo Centre are biotechnology, food, wood, metal and ICT industry. Companies are chosen by turnover, value added, product and export potential. Currently, 41 companies present, can fit 10 to 15 more. Centre is open to the public on weekdays from 9am to 5pm, everyone is welcome. Centre hosts delegations from all fields. The visits are organized by Tartu Science Park, cooperation partners and other stakeholders. The delegations are from companies, municipalities, educational and business support organizations. Has hosted more than 3000 guests since September 2016.

Events, seminars, workshops, etc. are organised by Tartu Science Park, Tartu City Government, Tartu University and other stakeholders. So far there have been more than 150 events. Both demo and seminar room are equipped with a good technical solution. Rooms are available primarily to companies represented in demo area and then other interested parties. All visits, events meet the objective of informing, introducing entrepreneurship ecosystem, promoting the companies and enhancing networking in the South Estonian area.

### Transferability

- 300 m<sup>2</sup> rental spaces in the city centre.
- Each demo area (standard a' 1,25m x 2,50m) is designed and installed by the company renting it. All companies pay a small fee to cover the utilities.
- Companies are informed of upcoming events, visits, etc. (via call, e-mail, newsletter, webpage and/or Facebook) and involved as often as possible.

#### Good Practices of Regional Innovation Policy Instruments

- Close cooperation with all partners bringing delegations, organizing events and building strategies.
- The hosts need to have a good overview of the economic ecosystem and individual companies.

#### Success factors

- In the centre of (Tartu's) economic ecosystem.
- All information about entrepreneurship, cooperation possibilities in (South) Estonia from one place.
- Cooperation between Tartu City government, local entrepreneurs, business support and educational organizations, universities etc.
- 6 counties of South Estonia are represented and participate.
- Non-formal and inspirational atmosphere.
- Visits are free of charge.

## Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Targeted research - Measure 1.2 in the ROP of the Lubelskie Voivodeship</b>
Location (country, region)	Poland, Lubelskie Voivodeship
Main organizations involved	Lublin Agency for Entrepreneurship Support (polish: LAWP) – regional level institution
Contact details for further information	Phone number: +48 (81) 46 23 831 e-mail: lawp@lubelskie.pl

### Description

This good practice strengthens the share of the enterprise sector in the total value of expenditures on research and development in the region and increases the scale of implemented innovations by SMEs and big enterprises conducting economic activity in the Lubelskie Voivodeship.

The support is dedicated to the projects for the development of new products/services, processes, or for introducing significant improvements to existing products/services and processes. The support covers the costs of carrying industrial research and experimental development. The level of funding for each project depends on the size of enterprises and type of research. It is also possible to increase the percentage level of co-financing (maximum to 15%) when the results of the project are widely disseminated.

The process of implementation is as follows: 1. The enterprise applies to LAWP during the call for projects 2. After selection, LAWP and the applicant signs an agreement 3. The enterprise selects its contractor (research institution) able to perform the service it requires 4. The contracted research unit performs the service and prepares a report and provides the enterprise with an invoice. According to the agreement, the eligible costs are paid by LAWP and the non-eligible (VAT) are paid by the enterprise.

### Objectives and results

The expected result of the measure is the increase of innovations originated and implemented in the region by enterprises. The objective is to implement the projects involving the development of new products/services or processes. The support covers the costs of conducting industrial research and experimental development works, including costs of: devices, equipment, buildings and land (to the extent and for the period in which they are used for the purposes of the project); costs of personnel involved in the project; research costs; intangible assets, expert opinions and analyses. The planned aid is of a comprehensive nature, including the intervention of pilot lines and activities in the field of early validation of products, advanced production capacities and first production.

## Transferability

1) <i>Relevance to regional economies</i>	R&D projects connected with developing new or significantly improved products (product innovations) and processes (process innovations)
2) <i>Knowledge resources required</i>	Support for applicants in formulating the application form.
3) <i>Economic resources required</i>	The funding level of each project depends on the size of enterprises and type of research (industrial research or experimental development).
4) <i>Institutional commitment</i>	Regional level institution required to implement the GP.
5) <i>Readiness to transfer</i>	Directly transferable to any economy if regional budget available.

The projects were directed more specifically at research (new product/services/processes) and required private contribution from the applicant, which could be considered as a certain difficulty. It was also demanding to maintain the effective cooperation in the project (points were given if there was at least one partner with the applicant).

## Success factors

In 2015, there were 48 agreements signed. The amount of the requested fund amounted to 70 662 189,86 PLN. The total value of the project amounted to 108 027 426,26 PLN. The selected projects concerned, for example, innovative technologies in production of biologically active compounds, developed new products to wet wounds or development of high-quality organic fertilizers. With reference to 2017, the projects are in the process of the substantive assessment. Thanks to this measure, the distance between research and business has been shortened (first experiences of R2B cooperation for beneficiaries). The interregional partnerships have been established (better adjustment of research excellence to business needs has been achieved). The micro, small, medium and big enterprises engagement has been increased. The GP refers to a programme that co-finances synergies between enterprises and research institutions. The quantified result indicators are quite promising for the programme's future success.

## Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Growth Catalyst, South Denmark</b>
Location (country, region)	Denmark, Region of Southern Denmark
Main organizations involved	D2i - Design to Innovate
Contact details for further information	Design to Innovate: Thomas Holst Madsen, +45 31149969 / Thomas@d2i.dk

### Description

Growth Catalyst is a financial support option for companies with business growth potential. The Growth Catalyst initiative aims to identify and support the further development of relevant SMEs through application of design methods as driver for innovation.

The financial support option can be used to provide the company strategic input and direction in one or more of following areas:

- development of concepts that point into new products and/or services
- exploiting opportunities in new technology
- identify potential in exports and new markets
- gain insight into existing and new customer segments
- realising the business potential of new ideas
- better utilisation of resources, energy and materials

Potential companies for the Growth Catalyst initiative will go through a screening and qualifying process to ensure they have the right potential for growth. Companies eligible for a Growth Catalyst will be able to procure external consultancy services for strategic innovation processes based on design methods up to a total project sum of EUR 20.000. With the Growth Catalyst option the company will only pay half of the consultant fee.

Growth Catalyst is a Region of Southern Denmark initiative funded by regional development funds, ERDF and private contributions.

### Objectives and results

The objective of Growth Catalyst is to optimize growth potential in enterprises in South Denmark Region through development of strategic growth plans for each specific enterprise. The approach applied is based on design methods which have proven effective in relation to create growth.

In total, 100 enterprises will go through a screening process aiming at identifying growth potential. Out of those 100 enterprises, 20 will receive financial support for developing a concrete growth plan. Five enterprises are expected to become growth enterprises, with an additional employment rate of 40 persons.

By project midterm, 48 enterprises had been screened, and out of those, three had developed a growth plan and two enterprises had reached its growth potential.

Good Practices of Regional Innovation Policy Instruments

## Transferability

Key aspects relevant for possible transfer:

- Involve business support organisations with key knowledge of local businesses
- Obtain knowledge about design thinking and what it implies (e.g. that it is focusing on user involvement, that it requires observations of already existing processes and approaches for identifying the right solutions)
- Apply well-known tools (like e.g. the [GrowthWheel](#) and the [Design Capacity Model](#)) for identification of the right type of consultancy
- Prioritize enterprises with resources for implementing the concluded growth plan
- Use a clear and transparent funding scheme system, for instance vouchers.

## Success factors

Key aspects for a successful implementation in Growth Catalyst involve:

- Build on already obtained good relations between the local and regional business support system, e.g. clusters and regional business support associations, and enterprises
- Clear criteria for selecting enterprises with real potential for growth
- Applying design methods in developing strategic growth plans must be done in a cooperation process involving the enterprises in terms of manpower and engagement

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Scale-up Denmark</b>
Location (country, region)	Denmark, Region of Southern Denmark
Main organizations involved	Regional and national cluster organisations, local and sub-regional BDOs and RTIs.
Contact details for further information	Find out more about Scale-up Denmark: <a href="http://scale-updenmark.com/">http://scale-updenmark.com/</a> Region of Southern Denmark: Susanne Gren Svendsen: e-mail: <a href="mailto:sgs@rsyd.dk">sgs@rsyd.dk</a> / Phone: +45 29 20 20 09

**Description**

Scale-up Denmark is an ambitious training concept for entrepreneurs and small enterprises. The aim is to establish elite of high growth companies in Denmark.

Scale-up Denmark is a cross regional initiative. Its foundation is Denmark’s five regional business development strategies (S3), and some of Europe’s most competitive innovation eco systems.

In line with regional S3 in Denmark a total of 12 scale-up hubs have been established, hereof three are anchored in the Region of Southern Denmark: “Energy Efficient Technologies”, “Health and Welfare Technology”, “Offshore Industry”, “Robotics” and “Experience Economy and Tourism”.

In 2016, the first hubs were established within the business fields below, and in 2017 the second wave of hubs will be established.



BIOECONOMY    CLEANTECH    FOOD    ENERGY EFFICIENT TECHNOLOGIES    HEALTH AND WELFARE TECHNOLOGY    INFORMATION AND COMMUNICATION TECHNOLOGY

LIFE SCIENCE - BIOTECHNOLOGY    MARITIME INDUSTRY    OFFSHORE INDUSTRY    SMART INDUSTRY    EXPERIENCE ECONOMY & TOURISM    ROBOTICS

The cross regional scope ensures critical mass of businesses and skills, while regional specializations are supported and utilized.

Scale-up Denmark is governed by the founding partners and supported by an advisory board with key private and public sector stakeholders.

Good Practices of Regional Innovation Policy Instruments

## Objectives and results

Scale-up Denmark is inspired by the world's best ecosystems for business growth, and will:

- attract high performing enterprises - Danish and international
- provide access to seed capital and venture capital
- engage market leading firms from the regional eco system
- involve leading universities, research institutions and science parks
- provide easy access to the services of the entire Danish business support system

At Scale-up Denmark's hubs, participating enterprises will get access to intensive 3 - 6 months acceleration training and mentoring programs, and a fast track to investors.

The initiative is funded by regional development funds, ERDF and private funds.

The rocket graphic below shows results so far in terms of total numbers of companies screened, companies involved in the programme and graduated companies.



## Success factors

Critical success factors are:

- a solid financial framework (guaranteed by the Danish regions and the Danish Business Authority),
- a good cooperation across regional borders to assure coordination and critical mass of high growth potential companies,
- insisting on excellence (not all companies have high growth potential),
- the public sector is bearing the risk,
- private sector co-financing (assures commitment).

## Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Public Private Innovation Fund, South Denmark</b>
Location (country, region)	Denmark, Region of Southern Denmark
Main organizations involved	The Region of Southern Denmark, The University of Southern Denmark and the regional S3 cluster organisations
Contact details for further information	The Region of Southern Denmark, Jane Guldbrand-Hansen; +45 2920 1395 / <a href="mailto:jgh@rsyd.dk">jgh@rsyd.dk</a>

### Description

The Public Private Innovation (PPI) Fund is funding support for innovative collaboration between SMEs, public institutions and knowledge institutions. The PPI projects shall support the commercialisation of products and services in the S3 business areas of the Region of Southern Denmark:

- Health and Social Innovation
- Sustainable Energy
- Offshore Energy
- Experience Economy

The PPI projects are performed as collaborative projects involving private and public stakeholders in testing and further developing new products or services with a clear public interest.

### Objectives and results

The PPI Fund supports the final development of solutions that are close to market but still are lacking documentation and testing in the public sector. The purpose of the projects is to increase the quality of the public service and create new business opportunities for SMEs. The PPI Fund is a Region of Southern Denmark initiative funded by regional development funds, ERDF and private contributions. The Region of Southern Denmark is funding recipient and lead-partner. The implementation of the project is done in collaboration with University of Southern Denmark and the regional cluster organisations – including D2i.

### Transferability

Following key aspects are important regarding transferability:

- Develop a funding scheme which is relatively easy for SMEs to access. This also concerns the level of funding which should be kept relatively low to avoid conflict with European competition rules
- Create a secretariat or an administrative entity to take care of some of the administrative tasks which helps reducing red tape for SMEs
- Include clusters or business support stakeholders in identifying the right match between enterprises and public stakeholders
- Define clear conditions for achieving funding, e.g. the level of development that a product or service need to have to be eligible for funding

## Good Practices of Regional Innovation Policy Instruments

- Set up conditions describing how public-private collaboration should be performed, to distinguish it from a provider-subcontractor relationship

### Success factors

Following aspects have been considered important for a successful implementation:

- A clear definition of the level of market-readiness of the product or service to be tested or further developed raises the possibilities for commercialisation
- Involvement of knowledge institutions and clusters helped improve the level of quality in the collaboration and to identify the right match between public and private stakeholders. Clusters were involved to guide enterprises on when and how to apply for funding
- A secretariat helped reducing the administrative burdens for enterprises which made it easier for this group of stakeholders to take part
- Business anchorage was ensured by defining that the lead partner had to be a private stakeholder (enterprise)
- Only projects with a clear public interest (demand) were defined as eligible for funding

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Match Industry LAB, Satakunta</b>
Location (country, region)	Finland, Satakunta Region, Pori
Main organizations involved	Prizztech Ltd.
Contact details for further information	<a href="mailto:marko.lehtimaki@prizz.fi">marko.lehtimaki@prizz.fi</a> <a href="http://www.prizz.fi">www.prizz.fi</a> +358447105346

### Description

Satakunta is one of the most industry-heavy Finnish provinces, and the share of industry in its added value was 25 %. Due to its history, Satakunta is a very open, export-oriented and international province with regard to its industrial operations. The terms of trade in the region are double the country's average. Satakunta has a strong, living industrial tradition, and also today, the basis of business life in the region is its diverse industry. All vital industrial sectors of Finnish national economy are strongly present in Satakunta, such as technology, engineering, metal, energy, food, and forestry industries. The diversity of the industrial sector has been an advantage to the Satakunta region and it also protects it against economic fluctuations and trends. This environment is also a unique platform for new ideas and experimenting. One approach to modernisation and innovation generation, MI LAB, is described in this paper.

MILAB is a hackathon, which provides a conceptualized and solution-oriented way to innovatively solve industrial problems and challenges. *Problem owner* describes his challenge or need, and *developers* study this challenge and present their suggestions to problem owner. It is very common and even encouraged that developer's network and team up in order to be able to provide more comprehensive solutions. After this, problem owner chooses the best solution or solutions, and start cooperating with developer. *Facilitator* organises the events and makes sure that all parties are treated equally and provided same info, etc.

### Objectives and results

Objectives for this work are industrial modernisation, and the need to find new ways to develop processes, products, services, eco-friendliness or competitiveness. As an additional objective, also new networks and new cooperation could be formed.

Results from the four MI LAB events so far are very encouraging. All LABs that have been started also produced the results and solutions that were expected. In fact, it is quite common that developers produce suggestions and innovative solutions more than asked, and also to problems that were not presented.

## Good Practices of Regional Innovation Policy Instruments

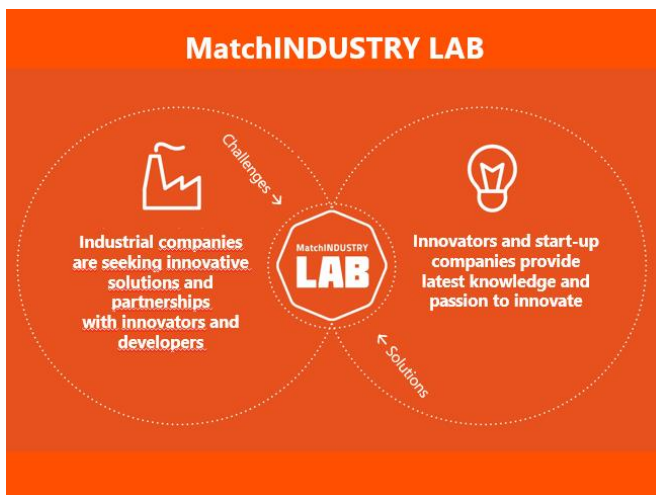
### Transferability

The concept is totally transferable, but strong local knowledge is needed, because the greatest challenge is to encourage problem owners to open their doors to developers, and openly discuss about their challenges. This phase typically takes time, and lots of trust is needed to convince problem owners.

### Success factors

- Good network of developers in order to find comprehensive solutions
- Negotiation skills to convince problem owners to openly discuss their challenges
- Facilitation skills for organizing the events

### Overview



### Process



Good Practices of Regional Innovation Policy Instruments

Cases 2017

**MatchINDUSTRY LAB**  
**4 cases in 2017**

- ROBOCOPPER CHALLENGE**  
WITH BOLIDEN HARRIAVALTA  
Automation & robotics for metal processing 09/16-01/17
- REDESIGN THE FACTORY**  
Nickel Stripping Challenge with Nornick  
Modernisation of electrolysis in nickel production 06/17
- PROMECO DIGITAL BUSINESS CHALLENGE**  
Digitalisation of sales process 10/17
- SMART CRANES CHALLENGE**  
with KP-ServicePartner Oy  
Smarter cranes 10/17

## Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>The Seven Innovation Gap Model, Gävleborg</b>
Location (country, region)	Sweden, Gävleborg
Main organizations involved	Regional County Councils in North Mid Sweden, Universities of Karlstad, Uppsala and Stockholm School of Economics, Cluster consultant Mats Williams, Karlstad.
Contact details for further information	Carina Åkerberg, Regional Development Strategist, <a href="mailto:carina.akerberg@regiongavleborg.se">carina.akerberg@regiongavleborg.se</a>  Olle Wängsäter, Regional Development Leader, <a href="mailto:olle.wangsater@regiongavleborg.se">olle.wangsater@regiongavleborg.se</a>

### Description

The Seven Innovation Gap Model is a multilevel tool that can and is being used on policy level, operative level and on educational level. It was also used as a basis for effect evaluation of clusters in North Mid Sweden 2012.

### Objectives and results

The model contributes to create greater clarity about the clusters role on both regional level and innovation system level. It also provides a concrete description of what clusters do. In a greater sense it also puts cluster organisation on a national and international level.

### Transferability

Because the model has been so rigorously tested theoretically, practically and educationally it has proven itself to give an excellent general strategic perspective and a useful operational model to work with clusters. Since cluster-oriented work is at the core of smart specialisation it also provides a basic building block for understanding smart specialisation strategies.

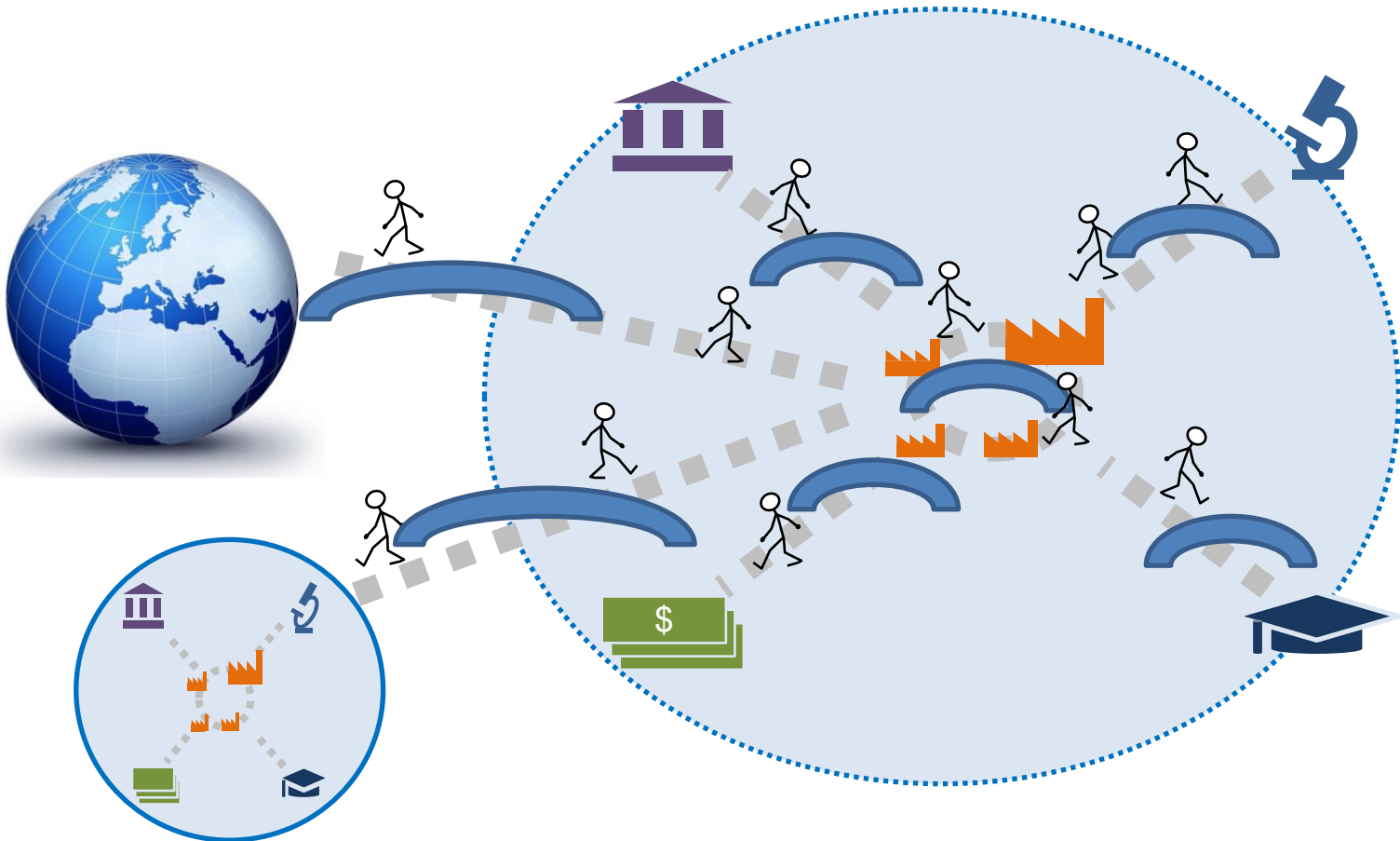
### Success factors

The model was developed and used in an effect evaluation of clusters in North Mid Sweden 2012 (the regions of Gävleborg, Dalarna and Värmland). The effect evaluation received the European Regio Star Awards in 2011. The model has been presented at TCI (the largest cluster conference in the world) in 2012 (Basque county in Spain) and 2013 (Kolding, South Denmark), where it received a lot of attention. The model has been used as the core for a “cluster school” developed and presented at the national Swedish cluster conference 2013. The cluster school was further developed at Region Gävleborg in a way that it provided understanding of the importance of clusters and what they do.

The model has been spread among several national actors that are working with regional development such as Universities, consultants and national policy makers. The model is still being used in evaluating

### Good Practices of Regional Innovation Policy Instruments

regional development initiatives at Region Gävleborg. The effect evaluation model is powerful but complex. More information about the model and its results can be presented by Olle Wängsäter. Please send a request to email above.



<b>General Information</b>	
Title of the good practice	<p style="text-align: center;"><b>Latvian IT Cluster and Riga IT Demo centre</b></p> 
Location (country, region)	Latvia, (Riga)
Main organizations involved	Latvian IT companies, research institutions, public agencies.
Contact details for further information	<p>Website: <a href="https://www.itbaltic.com/">https://www.itbaltic.com/</a>; e-mail: <a href="mailto:itcluster@itbaltic.com">itcluster@itbaltic.com</a></p> <p>Website: <a href="http://www.rigaitdemocentre.com/">www.rigaitdemocentre.com/</a>; e-mail: <a href="mailto:demo@itbaltic.com">demo@itbaltic.com</a> ;</p> <p>Contact person at IT Cluster / Riga IT Demo centre: Ms Inese Murniece <a href="mailto:inese.murniece@itbaltic.com">inese.murniece@itbaltic.com</a></p> <p>Contact person at Riga Planning Region (Emplnno partner) – Mr Ilgvars Francis <a href="mailto:ilgvars.francis@rpr.gov.lv">ilgvars.francis@rpr.gov.lv</a></p>

## Description

Established way back in 2000 with the purpose to strengthen the image of the Republic of Latvia as a provider of high quality and reliable products and services for export, especially in the ICT sector, Latvian IT cluster has now become the leading co-operation platform for enterprises, researchers and public sector in the country. A significant contributor to the development of the ICT ecosystem of Latvia and thus also an instrumental part in the process of the implementation of Latvian RIS3 strategy, the IT cluster is a first-choice contact point for all interested parties who intend to expand their own technical and economic potentials in international markets.

Over years, the cluster has learned how to build expertise in business intelligence and development. A wide range of tools are being offered for Latvian IT companies and general public - from exhibitions and trade missions to product development within a fantastic community of more than 50 exporters that are available for networking and learning from.

Latvian IT Cluster companies specialize in software development, IT consultations, hardware architecture, networking & data transmission solutions, financial and business management solutions for enterprises and organizations, business analysis solutions, Enterprise Resource Planning solutions, finance management and accountancy solutions. There are around 50 private companies, research institutions and state agencies that comprise the core of the cluster. Special competencies and expertise include e-learning solutions, biometric solutions, e-health solutions, language technologies, digital culture, virtual / augmented reality and entertainment.

### IT Demo Centre - an opportunity to get to know Latvian IT achievements

Riga IT Demo centre, created and managed by Latvian IT cluster, is a stylish tech showroom that brings the biggest Latvian IT successes under one roof and presents a *niche* know-how that helps Latvian ICT companies reach the international heights. It is a chance for everyone to learn the Latvian IT experience

## Good Practices of Regional Innovation Policy Instruments

story, gain quality business leads for partnerships and – the best of it – try out the products and solutions on the spot.

The demonstration centre was established and developed as a community project for the entire Latvian IT sector and it has gradually become a platform of national importance to showcase the achievements and accomplishments of Latvian IT companies. The exhibition demonstrates IT solutions that are related to such important areas as community, education and culture, business, innovation and start-ups, health, management and others.

It is more than just as not only a place where good practices are demonstrated - the centre is also an IT discussion club where all interested parties - local universities, IT companies and general public come together to learn from each other and discuss new development opportunities.

In addition to the demo environments, the Riga IT Demo Centre has established an IT portfolio, which presents more than 70 solutions developed by around 30 Latvian companies. All solutions can be viewed at the Riga IT Demo Centre and explored on the [Riga IT Demo Centre website](#). It hosts international events and helps foreign partners to identify opportunities for co-operation, investment and export, as well as attempts to arouse interest of young generation by offering “hands-on” IT solutions.



*Riga IT Demo centre. Publicity photo.*

### **Objectives and results**

The long-term goal of the Latvian IT Cluster / Riga IT Demo centre was to promote the development and international competitiveness of Latvian information and communications technology sector. The operational objective was to establish a platform for cooperation and become an effective partner for initiatives and activities that are focused on the development of Latvian information and communication technologies sector and on increasing international competitiveness and digitalization.

## Good Practices of Regional Innovation Policy Instruments

The major challenge was to find ways how to promote collaboration of companies in the field of Information and Communication Technologies industry and other interested partners, especially development of cross-sectoral cooperation to increase each company and industry competence and competitiveness. The work and achievements of the Latvian IT Cluster has been highly appreciated by international cluster organizations. In 2016, Latvian IT Cluster was awarded a Silver Label of the European Cluster Excellence Initiative, becoming one of only three internationally certified clusters in Latvia and the only one with the Silver Level recognition.

### Transferability

Cluster initiatives correspond well to the goals of Emplnno as they allow exchanging knowledge and methods on how the RIS3 processes are being introduced in practice rather than producing intangible outputs. It provides an opportunity to share experience gained through the implementation of certain success stories and help to boost regional competitiveness and innovation. The activities that are performed by the Latvia IT cluster and Riga IT Demo centre can be easily transferred to other actors and regions in the Baltic Sea Region and elsewhere via the network of Baltic Demo Centres and they somewhat manifest ways how a smart specialization strategy can successfully be implemented in practice.

The network of Baltic Demo Centres, which stems out from the cooperation patterns established within the framework of the EU Interreg project “Baltic ICT Platform” (*ELRI-121; Estonia-Latvia-Russia Cross Border Cooperation Programme within European Neighbourhood and Partnership Instrument 2007 – 2013*), has also helped to achieve a higher degree of internationalization and reveal growth potentials of the involved parties as well as promotes integration of external innovative knowledge through a combination of existing knowledge with the resources and capacities in other regions.

### Success factors

Latvian IT cluster and the network of IT demo centres *per se* are not unique experiences on the EU level, however, they have stood the test of the time and proved to be a real success story because of the distinct focuses and values that they represent:

- Collaboration - close collaboration among companies and related organizations in knowledge sharing, customer contact and project delivery activities.
- Quality and reliability - quality of services corresponds to the highest of industry standards.
- Competence - thorough industry knowledge, continuous education and training.
- Innovation - ability to create new solutions and attract future R&D investment to the IT sector.
- Focus on internationalization.

Examples of successful commercialization of innovation by companies represented at Latvian IT cluster



## Good Practices of Regional Innovation Policy Instruments

Among leading Q&A social networks in the world - 150 million users, more than 150 countries; 20,000 questions asked each minute; more than 60 million downloads of the ASKfm mobile app. Website: <https://ask.fm/>

 **infogr.am**

World's #1 Infographics and data visualization platform – 2.5 million users; among world's 100 best start-ups. Website: <https://infogram.com/>

 **MASS PORTAL**

High definition, *open materials*, design desktop 3D printers. Website: <https://massportal.com/>

 **ZABBIX**

Open source IT monitoring solution for enterprises; more than 100 partners around the world. Website: <https://www.zabbix.com/>



Auto-follow drone for action sports. Website: <https://www.airdog.com/>



First throw-able wireless microphone in the world. Website: <https://catchbox.com/>

## Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Techno Lunches, Mecklenburg-Vorpommern</b>
Location (country, region)	Germany
Main organizations involved	Rostock Business
Contact details for further information	Steve Wendland, Tel. 00493813771920, mail: wendland@rostock-business.de

### Description

The main principle of the format is to get companies and science representatives in contact with each other in a relaxed atmosphere, which includes start-ups as well as well-established companies and university staff as well as persons who work in other research institutions. When they meet for lunch in a restaurant, they get the opportunity to present their own institution first (with focus on the SME) and to discuss current research projects as well as identified research and development needs in a second step. The event does not take longer than 2 hours and takes place at lunch time in a separated area inside the restaurant, so that the meeting takes place in a relaxed atmosphere, undisturbed by other guests of the location. The RIS3 strategy is not always an explicit topic in these events, but a permanent guiding principle. A reference to this strategy is made within the course of the communication of the event – before, when identifying purpose and benefits, and afterwards, when presenting the results and strategic dimensions. The pilot event took place in March 2018 with 11 participants in total, which was considered as very valuable as the small group allowed deeper and target-oriented communication, thanks to the guiding moderation of the event.

### Objectives and results

The overall objective is the formation of strategic alliances between business and sciences aiming to implement the RIS3 strategy in the maritime sector. On the company level, the establishment of new business contacts and research cooperation towards strengthening the business operation of the own enterprise is in the focus. The research institutions aim at ensuring a high level of practice orientation of their current and future research and technology development work. They are often more aware of the RIS3 strategy and, thus, contribute as multipliers towards further promoting it and integrating it into the day-to-day work.

### Success factors

The high time efficiency (suitable to be fitted into a lunch break) is one of the important success factors of the format, as well as the relaxed and comfortable atmosphere which is experienced as different from many other business occasions. Furthermore, it is important that the event is very open – there is no obligation to participate every time, no direct invitation (only information on the opportunity). And the event does not go along with participation fees or additional costs: it is only the own lunch that has to be paid, as restaurant reservation and moderation are provided by Rostock Business as inviting institution.

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Electronic Science Gate, Lithuania</b>
Location (country, region)	Lithuania
Main organizations involved	Agency for Science, Innovation and Technology
Contact details for further information	<a href="http://www.e-mokslovertai.lt">www.e-mokslovertai.lt</a> ( <i>eScience Gateway</i> ) Agency for Science, Innovation and Technology Tel. +370 5 264 4708 Fax. +370 5 231 2292 Email. <a href="mailto:info@mita.lt">info@mita.lt</a>

### Description

The electronic science gateway for Lithuania is a key to the world and for the world – the key to Lithuania.

Using a ‘single point of contact’ principle, MTEPIS (R&D information system) provides advanced electronic services to help Lithuanian and foreign business undertakings, science and study institutions, researchers and other stakeholders to ensure closer cooperation while seeking common objectives.

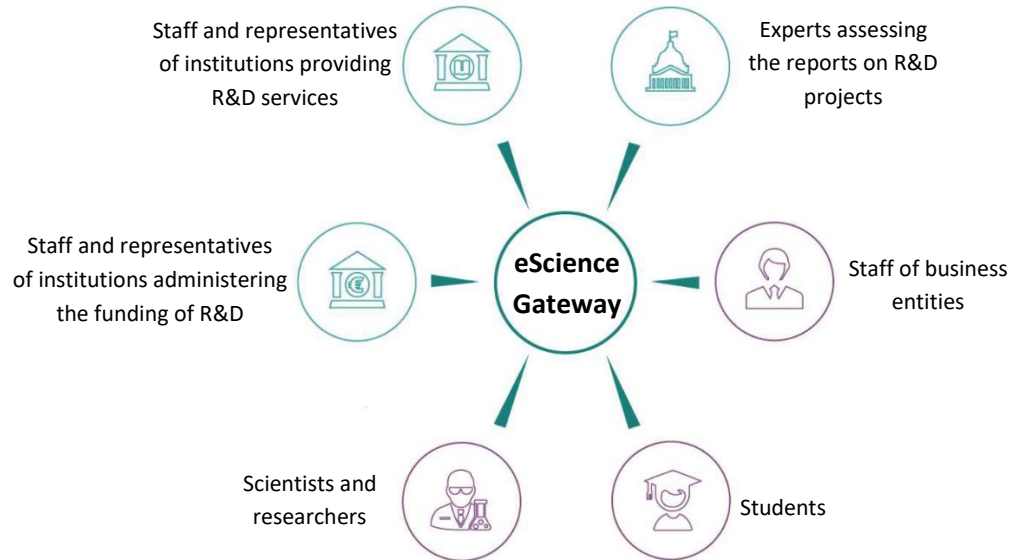
E-science gateway helps to reduce administrative burden: it is simpler and faster to submit applications and all information is available in one place.

E-science gateway helps Lithuanian and foreign business to find and order:

- scientific research;
- specific inventions;
- technologies;
- feasibility studies;
- new methodologies;
- prototypes or products.

## Good Practices of Regional Innovation Policy Instruments

### Main users of eScience Gateway services:



### Objectives and results

The platform is administered by national Agency for Science, Innovation and Technologies. Main objectives of the gateway are:

- To create opportunities for Lithuanian and foreign business undertakings, science and study institutions, researchers and other interested parties to easily and conveniently obtain information about the research and development (R&D) services provided in Lithuania and to implement scientific research projects through the use of e-services;
- To create preconditions for cooperation, development of joint knowledge products and technology transfer for businesses and science institutions, through the use of the e-science gate;
- To move services provided by MITA to the electronic space, thus facilitating information search and submission of applications, as well as reducing the risk of double financing and application;
- To increase the use of newly created open access R&D infrastructure and facilitate the management of open access R&D network and market R&D services through the use of advanced e-science services.

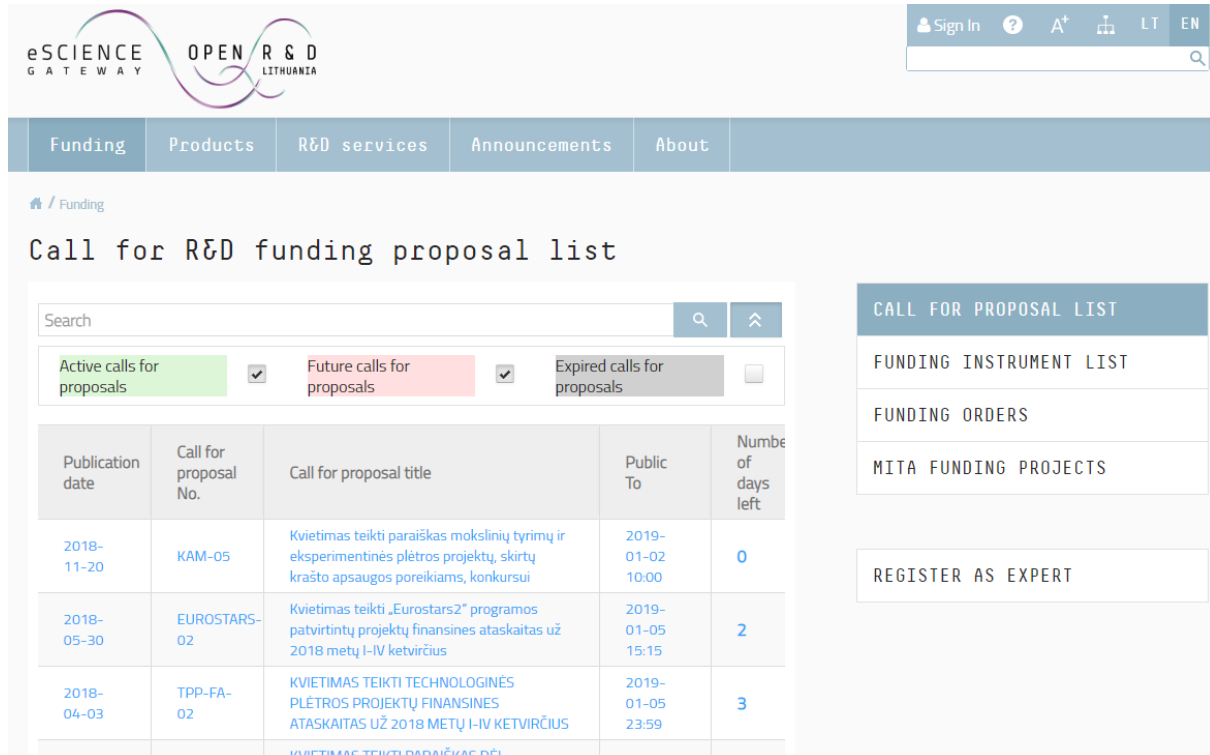
The platform has been opened and a testing started in 2015. There are 206 legal entities and 1290 individual users registered on the eScience gateway platform. There were 24 calls for applications announces on the platform since the beginning and 1097 application were submitted using the platform. It also serves as medium for evaluation of the applications, signing of the agreements as well as reporting processes.

There were more than 43.000 visits to the portal in 2016-2018. More than 16.500 visitors are unique users and 13.800 are connecting from Lithuania, while 376 from USA, 328 – from France and 316 – from UK.

## Transferability

The gateway covers four types of services:

**Funding** – administration of financing for new scientific researches, creation of innovations and / or scientific products. All EU Structural Funds in the 2014-2020 programming period are dedicated to implementation of smart specialisation strategy measures.



The screenshot shows the 'eSCIENCE GATEWAY' website interface. At the top, there are navigation links for 'Funding', 'Products', 'R&D services', 'Announcements', and 'About'. The main content area is titled 'Call for R&D funding proposal list'. It features a search bar and three filter buttons: 'Active calls for proposals' (checked), 'Future calls for proposals' (checked), and 'Expired calls for proposals' (unchecked). Below the filters is a table with the following data:

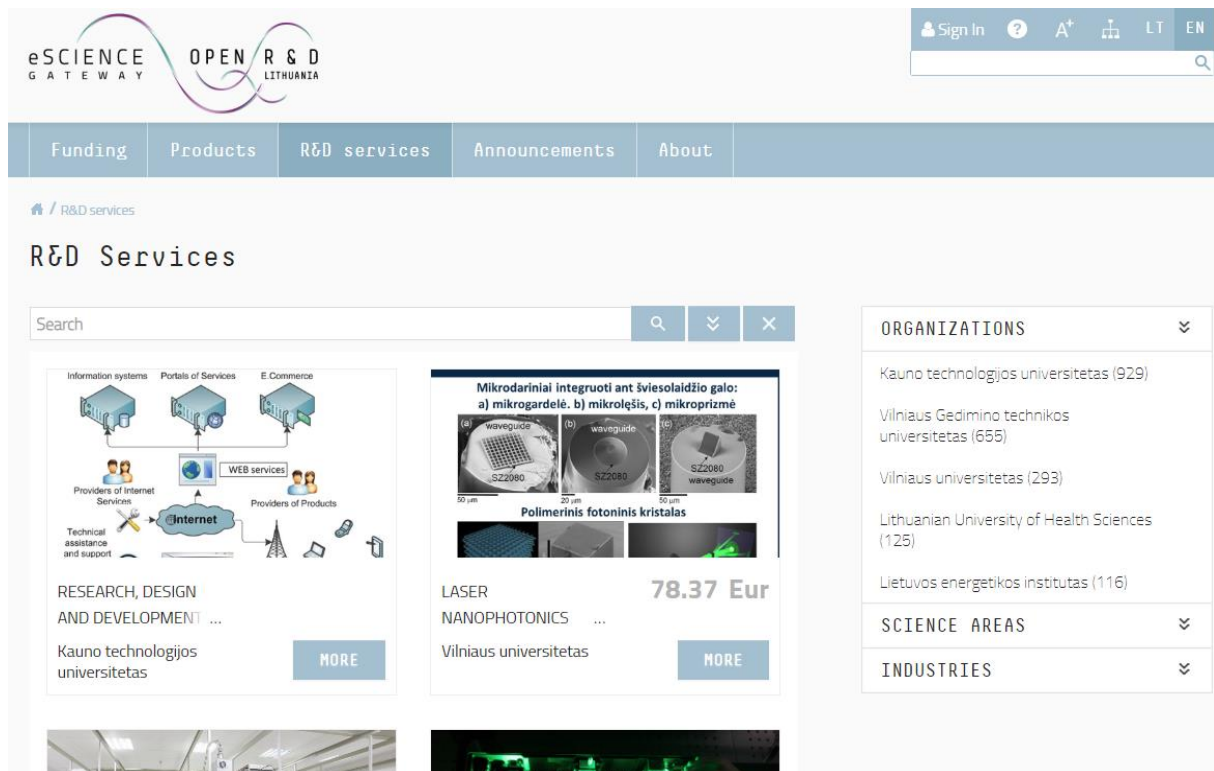
Publication date	Call for proposal No.	Call for proposal title	Public To	Number of days left
2018-11-20	KAM-05	Kvietimas teikti paraiškas mokslinių tyrimų ir eksperimentinės plėtros projektų, skirtų krašto apsaugos poreikiams, konkursui	2019-01-02 10:00	0
2018-05-30	EUROSTARS-02	Kvietimas teikti „Eurostars2“ programos patvirtintų projektų finansines ataskaitas už 2018 metų I-IV ketvirčius	2019-01-05 15:15	2
2018-04-03	TPP-FA-02	KVIETIMAS TEIKTI TECHNOGINĖS PLĖTROS PROJEKTŲ FINANSINES ATASKAITAS UŽ 2018 METŲ I-IV KETVIRČIUS	2019-01-05 23:59	3
		<a href="#">KVIETIMAS TEIKTI PARAIŠKAS DĖL</a>		

On the right side of the page, there is a sidebar with the following menu items: 'CALL FOR PROPOSAL LIST', 'FUNDING INSTRUMENT LIST', 'FUNDING ORDERS', 'MITA FUNDING PROJECTS', and 'REGISTER AS EXPERT'.

**Products** – Commercialisation of scientific products, which will involve providing assistance during the introduction of knowledge-intensive products to the market. The section demonstrates a potential of Lithuanian businesses and commercial value of R&D operations at higher education infrastructure.

**R&D services** – Administration of research and development services and works. The gateway includes information about open access R&D centres/ laboratories of 14 Lithuanian Universities, 13 Public Research Institutes as well as 8 Science and Technology parks. At present 25 open access R&D centres are acting in Lithuania and a user can access the whole potential of Lithuanian R&D via single platform.

## Good Practices of Regional Innovation Policy Instruments



**Announcements** – Provision of assistance in information and partner search for companies and science institutions.

Depending on the regional/national context, the scope of the services accessible via platform may vary. It could be supplemented with information and sections covering everything related to innovation related activities as well as technology transfer, business-science cooperation topics, etc.; and regarded as a single window to relevant information. On the other hand, on institutional level, only few types of services could be used. Such an example is a practice of few universities in Lithuania which are using only R&D Services section in their own platforms to promote and provide an open access to businesses only to their respective laboratories, know-how or R&D results.

Key elements for transferability are availability of data for the platform from different stakeholders in the region/country as well as willingness (openness) to provide the data by the stakeholders.

### Success factors

The e-science gateway is a free to use single access point to the largest Open R&D network of innovation infrastructure, services and competence in the Baltic States. Lithuania has a modern R&D infrastructure operating on the principle of open-access with modern equipment and highest-level staff. Innovation centres in Lithuania are located in the major Lithuanian cities, namely, Vilnius, Kaunas, and Klaipėda.

Lithuania's scientific potential is concentrated in five science, study and business valleys, namely, Saulėtekis, Santara, Santaka, Nemunas and Jūrinis (Maritime). The aim and role of the valleys are to:

- provide conditions for carrying out scientific research at the highest level;

#### Good Practices of Regional Innovation Policy Instruments

- promote the development of different economic fields, new innovative products and their commercialisation;
- accommodate R&D, innovation, study and education-intensive business infrastructure and provide conditions for its effective use.

Open access R&D centres' laboratories of the most advanced technological and scientific potential with modern equipment and high-level specialists are open for science and business cooperation. They provide services to Lithuanian and foreign business and help them to:

- develop a new product based on the latest scientific research;
- carry out required experiments, analyses or different measurements;
- produce a prototype of an invention;
- improve the available technology, as well as,
- consult on issues of scientific research, technology and innovation implementation.

The eScience gateway received international recognition from Sweden, Norway, and Finland. Tampere University is among platform users and posts information about their R&D services.

Good Practices of Regional Innovation Policy Instruments

<b>General Information</b>	
Title of the good practice	<b>Future Company Scheme, Östergötland</b>
Location (country, region)	Sweden, Östergötland
Main organizations involved	ALMI, Region Östergötland, Linköping university, Private consultants
Contact details for further information	Nils Gabrielsson, +46739205087

### Description

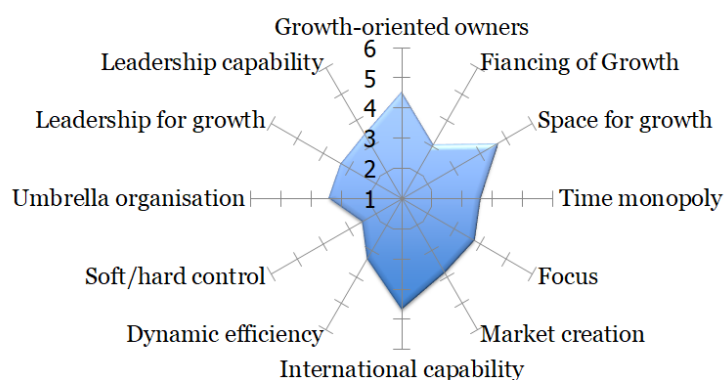
The instrument targets regionally-based companies with 20-100 employees that are willing and capable of growing their business. For the period 2009-2013, funding was provided through ERDF-programme and Region Östergötland. The total budget was approx. 1,5 million EUR.

During the consecutive generations of the programme (it is now a national scheme) the budget was increased. Sources of funding included ERDF as well as national funds.

The scheme involved 100 companies in total and 50 companies in a dedicated growth programme comprising two main phases:

#### 1. The growth barometer

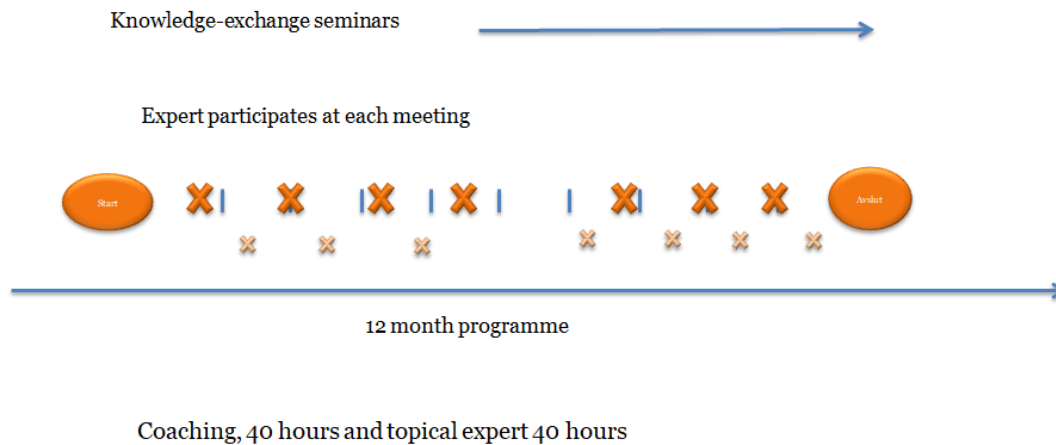
This phase included an analysis of strengths and weaknesses relevant for future growth. The results were visualised and provided the basis for individual growth programmes.



#### 2. The growth programme

The growth programme is a 12-month process implemented in the form of smaller groups of CEOs meeting and discussing barriers to growth. During this phase external experts were contracted to provide continuous advice and coaching of change processes. Knowledge exchange seminars constituted a further key component of the growth programme.

## Good Practices of Regional Innovation Policy Instruments



### Objectives and results

The objectives were:

- Reach/involve 100 regional companies
- Contribute to doubling turnover
- Contribute to creating 1000 new jobs (in the first programme generation 2009-2013)

Results achieved include:

- Participating companies have employed 1200 persons
- The 50 companies of the growth programme estimate that they will employ additional 1000 persons until 2020.
- Companies have, despite of financial crisis of the period, increased their turnover with an average of 40%
- The 50 companies of the growth programme estimate that they will reach a joint turnover of 1.1 billion EUR in 2020 (an increase of 267%)

### Transferability

Critical transferability aspects include:

- Continuous growth among participating companies is proven
- Companies need to get access to new tools and knowledge that empowers them to carry the development process on their own
- Necessity to be able to create a critical mass of participating companies in order to achieve added value of group discussions
- Experience in working with consultants and external experts is added value to facilitate and speed up the process
- It is important that consultants and external service providers are able to adapt their business model to the needs of the companies.

## Good Practices of Regional Innovation Policy Instruments

### Success factors

#### 1. Significant company commitment:

- 60 group meetings within programme
- 250 coaching meetings
- 2000 hours of consultancy support
- 12 seminars, 350 participants
- 24 participants in sales network

#### 2. High potential target group

#### 3. Initial analysis of strengths and weaknesses provides clear path for action

#### 4. Inter-sectorial groups secure new perspectives for participants

#### 5. Coaching in-between group meetings accelerates and supports change process implementation

#### 6. Highly qualified and experienced consultants/experts