

## LSN Innovate!

### **Action plan to improve innovation culture by regional education and knowledge exchange of innovation- and risk-management**

In a strategic multistakeholder process Life Science Nord (LSN) has finalized its strategic development plan (Cluster Strategy Life Science Nord 2024). LSN fixed and renewed the vision of the cluster with the result that central component of the strategy will be to create an innovative, creative and open minded ecosystem within the cluster to development innovative services and products. In the stakeholder evaluation – innovation workshop and in the strategy workshop 2018 - we identified challenges in the field of innovation management (1) and handling of risks (2) leading to next innovative health products.

So in the fulfilment of the strategic aim of the cluster strategy the following statement is proposed:

*“LSN creates an optimal environment for innovators, founders and investors in the life sciences sector. LSN works closely with the federal states of Hamburg and Schleswig Holstein together to discuss the concepts and actions with the activities of the economic authorities.*

*It's not just about building financial support and funding. It will implement needs-based measures for a sustainable and value-adding founding ideas, but also allowing more inventions and lead innovations in established companies. This approach is also to market supra-regional.*

*The development of a distinct innovation culture in existing companies as well as an improved start-up culture have a positive effect on the achievement other operational goals.” (Source: Life Science Nord Clusterstrategie 2024, Operatives Ziel 4, page 37).*

Within the context of the Project ELISE, LSN designed together with the stakeholder group an activity plan to create benefit in the education and application levels of innovation motivation and innovation management. ELISE and the partners has been very helpful in this process with the component of personal exchange of experiences, study visits on site to get direct user feedback and the evaluation of the generated good practices.

In our case, we have been looking for innovation supporting structures to generate direct services for our clients as early as possible. It is the plan to focus on scientific clients – an identified weakness in LSN profile by ELISE we facing now – up to R&D experts in SMEs. A professional applied innovation management (1) knowledge and toolbox will support the clusters innovators from R&D to identify and develop more right in time new services and/or products. Since there are in the innovation process reduced possibilities to plan outcomes, our stakeholder have to handle risks (2). While risk

management tools are not content of the education of scientists and engineers, cluster management identified a possible action needed to educate our cluster participants.

LSN created the strategic project “LSN Innovate!” to compensate the lack of strategic innovation management in SMEs and industry as well as to educate for upcoming innovation projects.

### Part I – General information

Project: LSN Innovate!

Partner organisation: Life Science Nord Management GmbH

Other partner organisations involved (if relevant): Life Science Nord e.V. (Association)

Country: Germany

NUTS2 region: Hamburg & Schleswig-Holstein

Contact person: Dr. Thomas Frahm

- email address: frahm@lifesciencenord.de
- phone number: 0049 40 47196 422

### Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme

Name of the policy instrument addressed: RIS Hamburg “Innovationsallianz Hamburg”;  
<https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/policy-document/regional-innovation-strategy-2020-free-and-hanseatic-city-hamburg>

Further details on the policy context and the way the action plan should contribute to improve the policy instruments:

LSN Innovate ! will improve in the sector life sciences the quantity and quality of innovative projects by a pre-RIS activity. Participants will have a raised knowledge and experience in managing innovation projects and the correlating risks. We expect highly innovative projects with calculated and clear risks to efficiently support the implementation of RIS. This will lead to sustainable new companies and/or new competitive products and services supporting an vibrant and international competitive sector in the region. Based on this model the ecosystem will be attractive for investments and strengthen the employment rate for innovative jobs in R&D as well as in production.

### Part III – Details of the actions envisaged

#### **ACTION 1**

##### ***TITLE OF ACTION: LSN Innovate! – Education program for manageable risks in innovative life science projects***

#### **1. Relevance to the project**

We have analysed in our regional expert groups the GPs and collected experiences of other clusters by networking and visiting.

Generally stated, we have learned from the GPs and study visits that the clusters have already or have to create a prominent role in the regional innovation ecosystem. Levels like creating a vibrant and proactive RIS for our innovation sector, has not been a duty of Life Science Nord in the past, but is implemented in the new strategy. Secondly, we realized that a pure copy of activities and projects presented by ELISE will not lead to the most benefits within LSN. We have to analyse, adapt and implement the very good ideas from the ELISE colleagues to fit to our ecosystem.

We have collected the impressions of vibrant and engaged entrepreneurs from the study visits in Bologna, Lubelskie and Kaunas and have been impressed about the people's knowledge and motivation to start something new with a high amount of risk like a Start up. At LSN region we have complementary structures, but not that peoples motivation and knowledge background. We have learned from SPARK and the visit to ART-ER region while ELISE Phase 1: the methodology how to support innovation processes as a cluster organization, here applied in early scientific cases (1); how to develop services to support innovation (2) here within seeding start-ups (KICKER) and how to finance these services (3). ASTER presented in SPARK and KICKER very proactive cluster roles within the innovation process to motivate and encourage the innovators. The character of the relationship has been very integrative and interactive. Our role has been more distant and less interactive in the past.

ART-ER and LSN are prominent players in their regions with strong profiles but have different starting points: referring to the ELISE-SWOT analysis from phase1, ART-ER is much more introduced and established in the regional science community, than LSN is in the science eco system – might leading LSNs role of late innovation system involvement. In contrast to ART-ER, LSN shows well-

established structures to the regional industries and industrial R&D. We reflected with our stakeholder this situation and wish as an outcome of the ELISE action plan to enlarge the relationship to our regional scientific stakeholder, supporting the innovation cultures as early as possible and structure the innovation process. LSN cluster plans to strengthen the exchange with ART-ER while the implementation phase.

We concluded after analysing our situation while the strategy process, that it is essential as an innovation cluster like LSN – certified as a ECEI Gold cluster and active since more than 15 years - to offer more services and education to the practically handle innovation process. We planned LSNs position to be as close as possible in contact and relationship to the innovator, like ART-ER successfully showed (KICKER). We see in this context also the advantage in close relationship, because LSN cluster can measure the impact of the activity. We identified a clear benefit for such an activity to all of our customers in the cluster (science, industry, SMEs, StartUps, Preseed-StartUps and service providers) in encouraging every stakeholder – scientifically driven - to manage especially innovation-related risks in a better way. We expect with this action plan programme to strengthen in the region the quality of innovative projects, products and raise the innovation output of scientific institutions. Due to the fact, that in regulated markets like life sciences and medical technologies risk assessment is an important issue, the project LSN Innovate! will adapt this principle as early as possible in the innovation process. LSN uses for the close customer relationship a clear structure of the programme with one central person, a working group principle, like it is very successfully established within the LSN ecosystem for other topics (CE-Regulation, Regulatory Affairs, Internationalization) and focusses on the activation of experienced stakeholder exchanging knowledge with other cluster members – a kind of customer- and topic-driven networking & partnering.

After applying the activity plan LSN Innovate! we expect to change the situation that the cluster LSN has a improved position in...

1. Relationship to scientific stakeholder and decisionmaker
2. Transparent Good Innovation Practices (GIPs) ecosystem and examples
3. More open innovation community in science and/together with industry
4. Implemented principles of innovation management
5. Improved risk management knowledge
6. E-Learning material established at LSN Academy

at the level of participating members, leading to more successful innovation projects with better managed innovation processes as well as best risk handling procedures.

## 2. Nature of the action

LSN Innovate! will organize the regional innovation experts and the regional innovation actors from the whole value chain, to activate and highlight the topic to the sector. This will be executed by different offers to let these groups interact:

1<sup>st</sup> working group format: 5 times a year the innovation leaders will be invited for a certain innovation & risk management topic followed by discussion and exchange of experiences ending up with an open networking. We expect minimum 25 participants each meeting.

2<sup>nd</sup> LSN Innovate! has the plan to organize the innovation relevant actors at the portal LSNXCHANGE providing here information and best practices as well as feedbacks and follow ups from the personal meetings. We expect to organize 150 participants.

3<sup>rd</sup> LSN innovate! open up the topic of risk management to all stakeholders with organizing 2 FuckedUp-Nights while the application of the action plan showing where the mistakes are and what can be learned to work on the members innovation culture.

4<sup>th</sup> LSN innovate! intent to transfer education from the working group format to the LSNACADEMY and open up the knowledge to a greater community. We expect to transfer at least 6 leading topics to the eLearning portal.

The activity will lead to raised personal skills in the innovation process. The will effect positively the quality of work in existing companies. Additionally we expect positive impact on startup funding and survival rates by more encouraged and well-prepared entrepreneurs. Regional service provider in the innovation process will definitely have the chance to support the knowledge transfer and the application at company site, just to highlight some of the direct and indirect effects.

One of the most wanted secondary effects of the action plan is to implement innovation management and risk assessment in the education process on university level – but cannot guaranty to reach that impact.

### 3. Stakeholders involved

LSN Management GmbH is the coordinator of the project and delivers the personnel to the project for all organizational aspects. LSN e.V. delivers knowledge of the working groups and innovation experts from the membership for the meetings by more than 260 institutional members. In addition to that, LSN e.V. will finance costs of the working group meetings. To transfer knowledge to an eLearning tool like LSNACADEMY the project will partner with a currently used or new service provider. So far, LSN cooperates with the oncampus GmbH but is also open for new partnerships.

### 4. Timeframe

Start: 01.01.2019; End: 31.12.2020; 4 working group meeting a year (once at every annual quarter), 1 FuckedUp-Night a year (Q4, Q8); 6 Innovation & risk management courses will be implemented at the end of the project (Q4-Q8). The monitoring will start with the first working group meeting up to the end of the implementation.

### 5. Costs

We expect overall costs of 92.000€ splitted by 26.000€ service & meeting costs and 66.000€ for personnel costs. We calculated with a continuous staff resource of 0,6FTE to fulfill projects aims and execute the new community management. According sustainability, we expect in best case that the educated participants are continuing their activities on self-motivated bases.

### 6. Funding sources

The activity can be financed by current basic funding of LSN M GmbH and the association LSN e.V.. Further Co-Financing is an option especially for the eLearning modules but currently not necessary.



**Freie und Hansestadt Hamburg**  
Behörde für Wirtschaft, Verkehr und Innovation  
Referat Clusterpolitik und -förderung  
Alter Steinweg 4, 20459 Hamburg  
Postfach 11 21 09, 20421 Hamburg