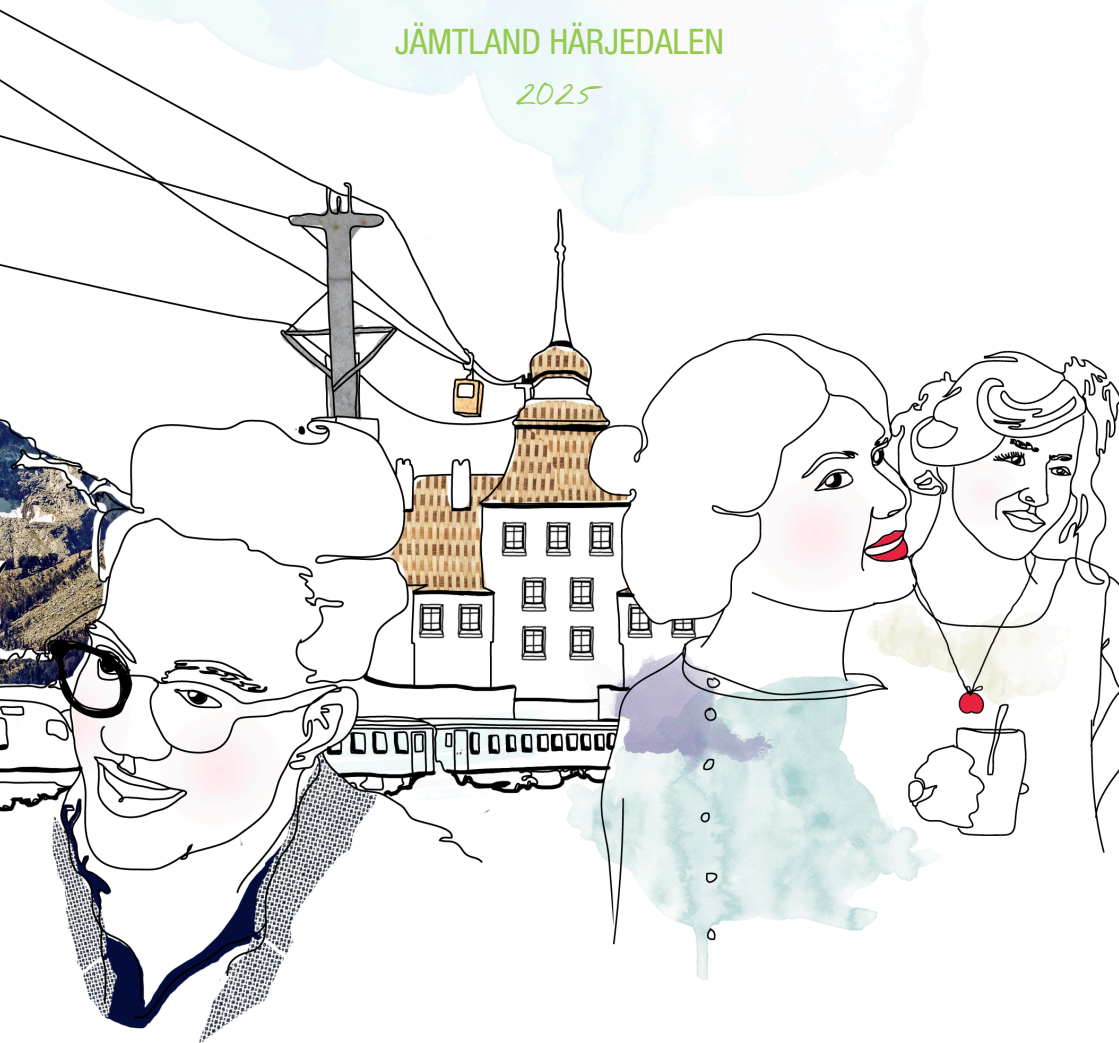


World class social development
through innovation

Innovative

JÄMTLAND HÄRJEDALEN

2025



VI HAR FÅTT STÖD AV

**TILLVÄXT
VERKET**

REGION
JÄMTLAND
HÄRJEDALEN



WHY DO WE HAVE AN INNOVATION *strategy?*

The background to the innovation strategy is twofold. Firstly, Jämtland Härjedalen needs to become better at using the opportunities for social and business development that are offered by a changing world. Secondly, regional innovation strategies are a central part of the European Commission's growth strategy, EU 2020, which aims to make the EU the world's most competitive economy by 2020, based on smart, sustainable and inclusive growth for everyone.

This document is the result of discussions with and input from around 400 individuals - through meetings, web surveys and workshops held during the period April to September 2013. This led to five prioritised areas that are

supported by three headline targets and one shared vision.

The regional innovation strategy helps us to prioritise and streamline our shared resources for development.

What are we actually talking about?

INNOVATION

A new idea – in any area at all – that gains ground in society.

OPEN INNOVATION

The development of good ideas from the best sources in the world, through cooperation with people outside your organisation.

INNOVATION SYSTEM

The complex system of stakeholders and networks in which innovations occur or are captured.

INNOVATION SUPPORT SYSTEM

The stakeholders and networks that are specifically tasked with supporting innovation.

CLUSTER

A geographically defined environment, within the “borders” of which stakeholders with common interests create value for each other.

PREREQUISITES FOR *innovation* IN JÄMTLAND HÄRJEDALEN

A simplified SWOT analysis

STRENGTHS

- Attractive location based on links to sports and outdoor activities.
- A growth region unique in northern Sweden, between Åre and Östersund.
- Perceived strong ability to act and proud residents.
- Established cluster focusing on tourism, sports and the outdoors.
- Great availability of locally-produced renewable energy through a robust power grid.

WEAKNESSES

- Long distances.
- Business investments in research and development are the lowest in the country.
- Lack of regional private venture capital.

OPPORTUNITIES

- Great development in the region around Trondheim.
- Testbed for distance services, such as healthcare, in rural areas.
- Benefit from megatrends in sustainability, design, lifestyle and digitalisation.

THREATS

- Inability to join forces and cooperate in Jämtland Härjedalen.
- Reduction in places and programmes/ courses at Mid Sweden University's Campus Östersund.
- Depopulation.

OPPORTUNITIES

Established brand and attractive environments

Jämtland Härjedalen is emotive and has a well-known brand, nationally and internationally. It is attractive and famed for its unique quality of life, close to outdoor activities and world class sports arenas, and low crime rates. Tourism, sports and outdoor activities are strong business segments and comprise a strong regional cluster that is supported by research at The European Tourism Research Institute (ETOUR), the Swedish Winter Sports Research Centre (NVC) and Sportstech Group at Mid Sweden University's Campus Östersund. Manufacturing industry, production of renewable energy, gastronomy, cultural and creative industries, social innovation and IT are other important fields in which networks and cooperations are being established.

CHALLENGES

Long distances, declining population and weak knowledge environments

Jämtland Härjedalen faces considerable challenges in the long distances that are characteristic of rural areas, with limited regional purchasing power and long distances to national and international markets. The demographics are dominated by an ageing population, negative net births and limited inward migration. Jämtland Härjedalen has weak knowledge environments, a young university with split campuses, low transition rates to higher education and a majority of small and medium-sized companies with limited resources for research/innovation and few links to academia.

To ensure a lasting, strong provision of knowledge and expertise to Jämtland/Härjedalen, there is a need for more strategic networks to be initiated with the best knowledge environments, which may lead to clusters being formed and increased attraction power for expertise and talented individuals. Mid Sweden University has a central role in conveying academic knowledge to open innovation systems and developing Campus Östersund into northern Sweden's most attractive student environment – with regional specialisation as a basis. The innovation potential found in health-care must be allowed to integrate with Mid Sweden University's research. Long distances and rural environments can, for example, be regarded as testbeds for the development of distance technology and services. This will allow us to create a fertile ground in which to initiate more clusters to boost the region's long-term competitiveness.

Innovative JÄMTLAND HÄRJEDALEN TO 2025:

Jämtland Härjedalen needs to move from being a well-known region that is a good place to live, to a world-leading brand that symbolises modern, innovation-driven social development, powered by an open, sustainable and attractive lifestyle.

Five value words will guide us to the position we are aiming for:

Attractiveness

By 2025, Jämtland Härjedalen will be globally known as one of the most attractive places in which to live, study, run a business and work, on the basis of lifestyle, its range of activities and its creativity.

Sustainability

In 2025, Jämtland Härjedalen is famed for its proactive work on sustainability and rich natural resources that create space for action and the ability to adapt to sudden changes in the future (resilience) and competitiveness for upcoming generations.

Openness

In 2025, Jämtland Härjedalen is leading in open, cross-border communication with its surroundings to absorb and benefit from all globally available information and knowledge.

Dynamism

By 2025, Jämtland Härjedalen has become known as one of the most dynamic and desirable places in which to live and work based on its innovative and socially-developing attitude to seeing – and making use of – individual expertise, talent and drive.

Diversity

In 2025, Jämtland Härjedalen is famed for its diversity, where creativity and actions are based on all persons' equal value, where strength and success are found in the differences of age, gender, ethnicity and background.

Headline targets

SMART SPECIALISATION ON OUR TERMS

Focus on open innovation that creates increased flows of ideas and knowledge

- Increased global knowledge exchange through open innovation.
- Increased access to global academic knowledge and research networks through Mid Sweden University and other regional knowledge environments.
- Better use of digital technology to encourage cluster initiatives in distance knowledge transfers and service development.

Increased collaboration and more strategic partnerships for innovation

- More inter-industry innovation and business collaborations.
- More innovation and business collaborations in the Nordic Green Belt.
- Durable cluster investments in tourism, sports and the outdoors.

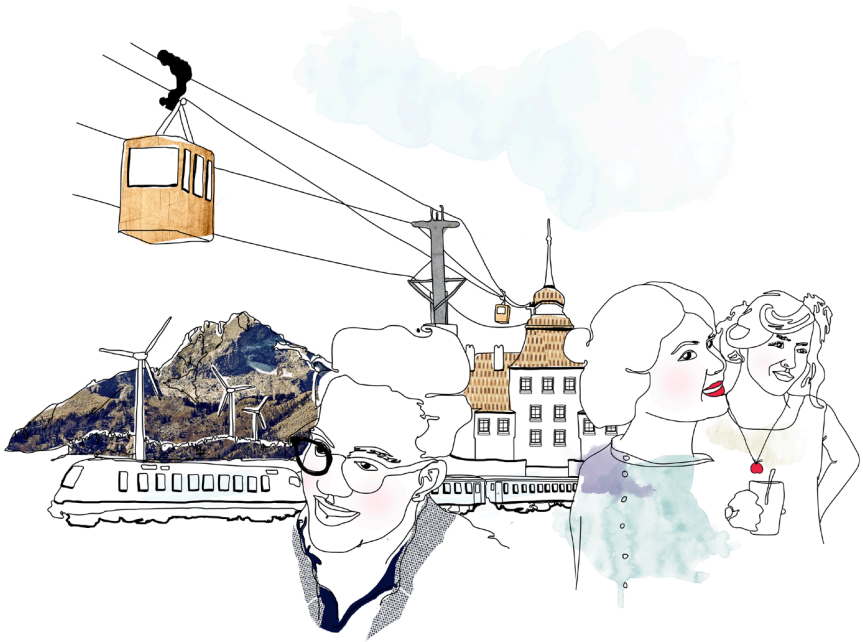
BOOST THE EXTERNAL VIEW OF WHAT MAKES US UNIQUE

The world's best place to live is in Jämtland/Härjedalen

- Targeted marketing of the region's unique quality of life, linked to the range of sports, outdoor activities and culture.
- Join forces for a thriving and interesting Campus Åre/Östersund that can boost Mid Sweden University's attraction power.
- Create attractiveness to both women and men based on the region's potential for reasonably priced accommodation, good opportunities for transport and communications, education and business, as well as secure places to live with low crime rates.

More creative meeting places that create dynamism, cooperation and attractiveness

- More innovations from the public sector that reach the market and create social benefit.
- Targeted investments in bridging the region's long distances to create creative and dynamic meeting nodes in the entire region.
- Leading in supporting and promoting interesting and creative women and men.



EFFECTIVE USE OF SHARED RESOURCES

More efficient use of resources and follow-ups of public funding

- More targeted projects and cluster initiatives that provide maximum benefits from investments.
- Better at applying for and receiving EU funding, and all other forms of external project funding, which can be used as development capital in innovation processes.
- Increased access to venture capital in all forms.
- Increase in the proportion of women who directly or indirectly receive support.

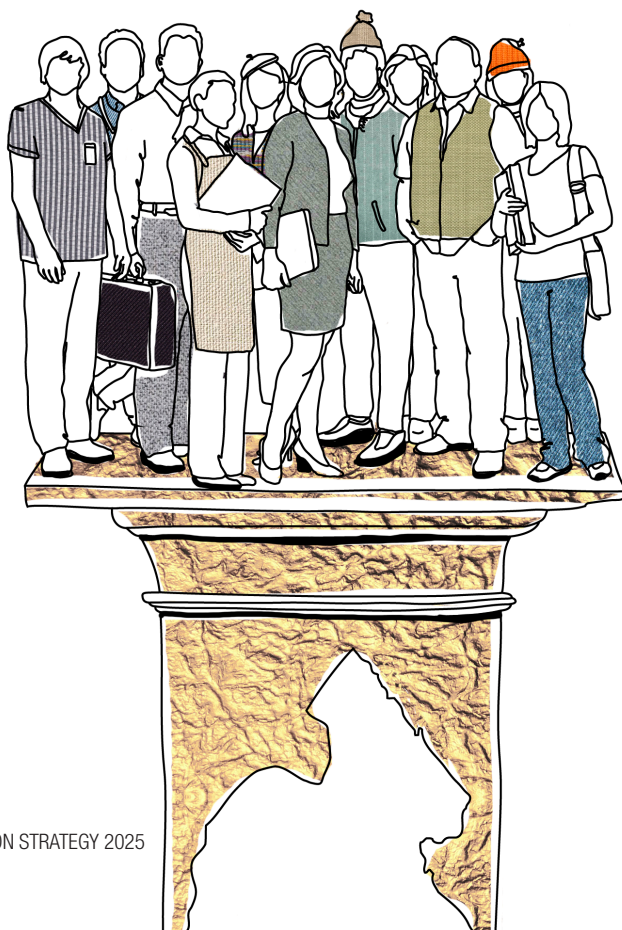
Long-term joining of forces for commissioning, financing and organising the region's innovation support

- Clearer organisation and allocation of roles.
- Improved long-term strategic work and financing.
- Clearer offers to businesses for active support on the company's terms.

➤ Focus areas

THESE ARE OUR FOCUS FOR 2025

Five focus areas that are intended to guide our three headline targets. Activities that can receive funding will be specified in the action plan that supplements this regional innovation strategy.



Positive

SOCIAL DEVELOPMENT

Increase the prioritisation of innovation to manage global competition.

- Increase the understanding of innovation at all levels.
- Prioritise leadership that promotes innovation.
- Region Jämtland Härjedalen takes responsibility and a clear leading role in the execution of the innovation strategy's action plan.
- Strengthen regional identity to promote global sales.
- World-class on a small-scale – create competitive advantage through innovative value chains, e.g. food production.
- Work broadly but dare to prioritise – specialisation can lead to becoming “locked in” and lost opportunities.
- Strategic opportunism – the ability to make the most of opportunities.

Attract and support creative women and men.

- Promote the interesting and creative people found in Jämtland Härjedalen.
- Links arms with a range of people – we must get better at working together.
- Encourage innovation for ecological and social sustainability.
- Involve the young in work on innovation – join forces around Ung Företagsamhet (young entrepreneurs).

» Mentor programmes in innovation

» Highlight good examples

» External analysis

» Develop indicators

» Market our unique quality of life

» Support social and service innovation

Openness AND DYNAMISM

Create top class networks and cooperation

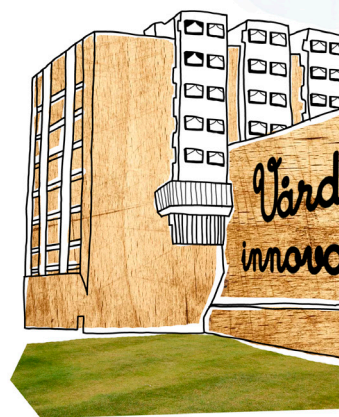
- Break down the barriers between academia/business/public sector/civil society.
- More cooperation in and between different industries.
- More cluster initiatives between healthcare and Mid Sweden University.
- Strive for clusters on larger geographic areas.

More innovation-friendly public sector activities

- Make innovation a strategic issue at management level in all public sector activities.
- Create an innovation channel or innovation centre to capture and support new ideas in a more efficient manner.
- See all public sector workers and clients as potential innovators, with public sector activities as incubators for innovative development.
- Use public sector activities as test and reference environments for innovations.
- Use public procurement and innovation-driven procurement to push for innovation.

Open innovation that creates attractiveness

- Identify and join forces around social trends that influence the region's attractiveness and link this to innovation.
- Create a culture that promotes and expects openness about ideas and innovations.
- Become exceptionally good at finding, accessing and cooperating with the best global expertise.
- Encourage social innovation linked to the knowledge environments and government agencies found in Jämtland/Härjedalen.



- » Testing and demonstration facilities
- » Introduce requirements for innovation and innovative thinking in all procurement documents
- » Social innovations linked to the region's demographic challenges
- » A "goldengala" for innovation in the public sector



Knowledge

Attract expertise and creative individuals

- Attract individuals with potential and provide education where it is needed.
- Only research areas that correspond to the region's strategy document can receive funding from the EU's regional funds – create a broad innovation forum that indicates which projects and cluster initiatives should receive support.
- Create northern Sweden's most attractive campus in Östersund.
- Be better at taking up students from the regional knowledge environments after their studies.

Increase access to knowledge environments

- Increase expertise in the area of innovation and integrate innovation throughout the education system.
- Mid Sweden University and other regional knowledge environments provide support for conveying contacts, knowledge and research expertise to businesses.
- Marketing undergraduate and doctoral projects as a link between research and business/public sector.
- Create the right conditions for jointly financed industry-employed doctoral student in the region's companies.
- Create cluster initiatives with the knowledge environments in north and south Trøndelag, Norway.



- » Vocational education and support for incoming family members
- » Support for researchers and specialist expertise
- » Summer design office
- » Web portal for active inward migration



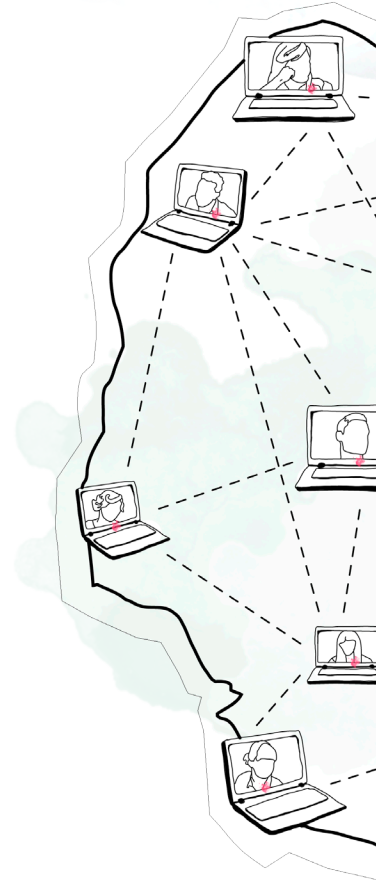
Creative MEETING PLACES

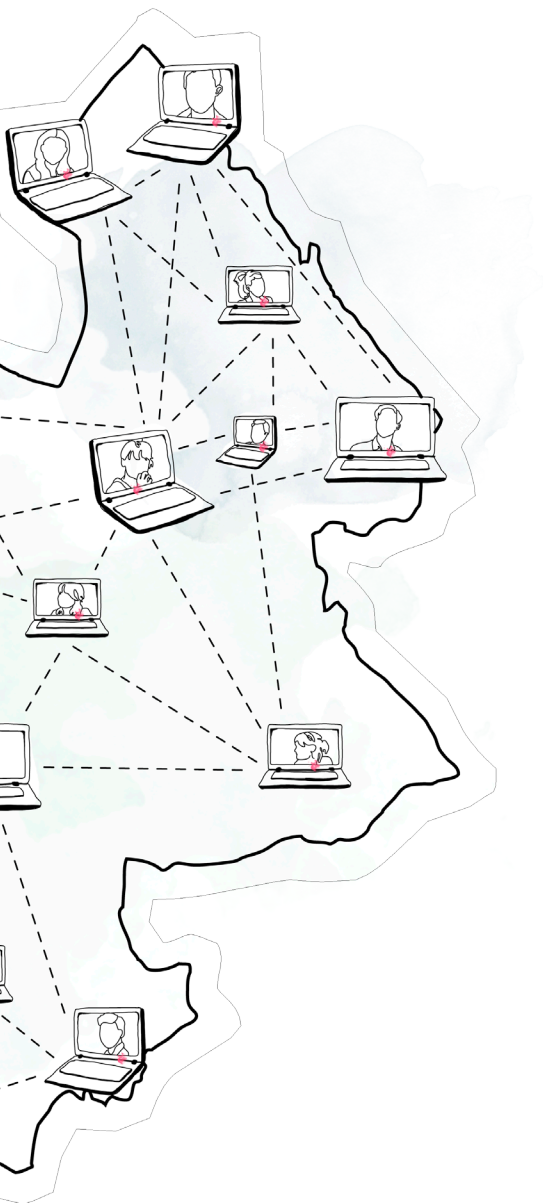
Create meetings and cross-fertilisation

- Deepened regional cooperation and specialisation developed via municipal business units.
- Mid Sweden Science Park develops to become the region's central meeting place for cooperations between academia/business/public sector/civil society.
- Boost and make the most of the places in Jämtland/Härjedalen that currently attract entrepreneurship, expertise and capital.
- Develop creative forms of meetings in existing arenas – the best ideas are born over coffee.

Reduce the effects of long distances

- Initiate a cluster in the development of distance services as a means of bridging the region's large distances, e.g. in healthcare
- Support efforts to create a functional region with the Åre/Östersund axis as a testbed.
- Attract expertise and provide support to businesses and industries that are independent on location.



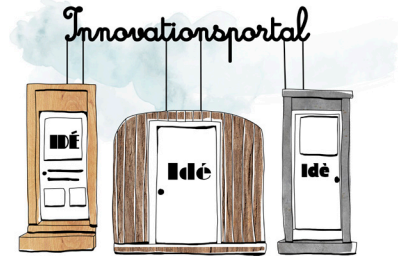


- » Focus on the customer
- » Chambers of commerce in
Stockholm and Trondheim, Norway

Powerful INNOVATION SUPPORT

Improved, clarified and more effective support for innovation

- Prioritise and consolidate existing regional resources and with a long-term focus.
- Use and strengthen business and industry organisations to capture the need for innovation support and build cluster initiatives on this basis.
- Join forces around Mid Sweden Science Park with manned nodes in the municipalities.
- Create a clearer allocation of roles and more effective regional coordination between municipalities, Almi Mitt Företagspartner, Mid Sweden University, healthcare, Region Jämtland Härjedalen and Mid Sweden Science Park.
- Clarify the routes into the regional innovation support system.



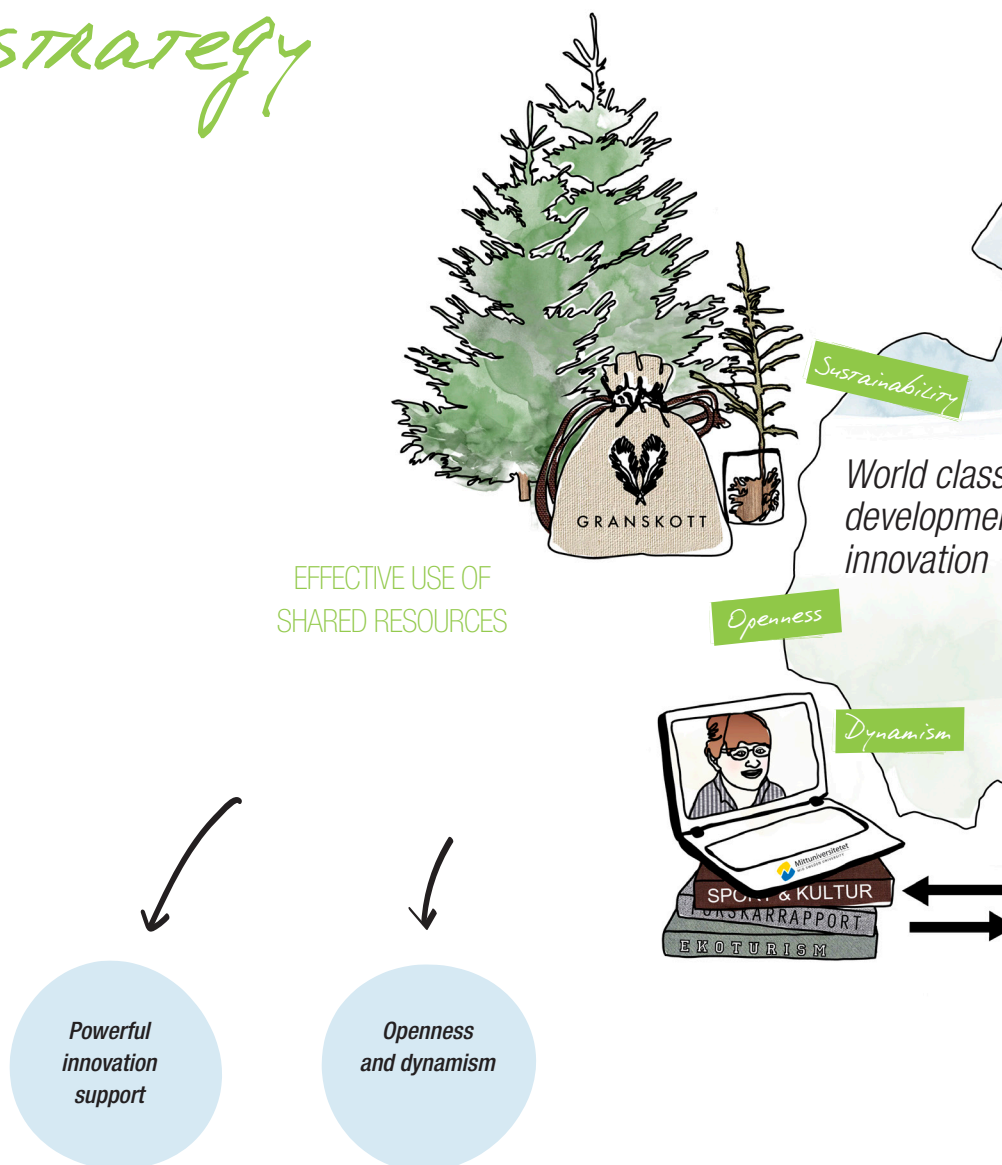
Finance innovation

- Collaboration to access development and venture capital.
- Move funding from academia to business in order to increase business investments in research and development.
- Guarantee funding through the entire innovation process.
- Focus on the customer – increased support for customer-financed innovation processes.
- Encourage new financing solutions, such as crowd funding.

- » Active outreach activities
- » Simplify administration processes
- » Active support in the project application procedure
- » "One-stop-shop" for investors
- » Use structural funding to gear up public venture capital
- » Announce competitions and prizes for innovation



JÄMTLAND HÄRJEDALEN TILL 2025: *innovation strategy*





BOOST THE EXTERNAL VIEW OF
WHAT MAKES US UNIQUE



SMART SPECIALISATION
ON OUR TERMS

*Knowledge
and expertise*

*Creative
meeting
places*

*Positive
social
development*

JÄMTLAND HÄRJEDALEN IS *fantastic* BUT NEEDS TO BE EVEN BETTER

The regional innovation strategy helps us to prioritise and streamline our limited resources for development.

The regional board of the Regional Council of Jämtland has decided to produce a new regional innovation strategy. The Regional Council (called Region Jämtland Härjedalen from 2015) owns the overall regional leadership for work on innovation and its execution. The background is twofold.

Firstly, Jämtland Härjedalen needs to get significantly better at using the opportunities for social and business development that are offered by a very changeable world. Being best at seeing opportunities based on our regional conditions is work that can and must always be done better if we are to maintain and develop our competitiveness and attractiveness. Secondly, regional innovation strategies are a central part of the European Commission's growth strategy, EU 2020, which aims to make the EU the world's most competitive economy by 2020, based on smart, sustainable and inclusive growth for everyone. The innovation strategies for each country and region are intended to define smart growth and to provide guidance during upcoming programme decisions relating to EU funding, particularly linked to the regional structural funds during the 2014-2020 period.

The European Commission has produced a manual (RIS-3) that Region Jämtland Härjedalen has followed and applied using a regional perspective. A bottom-up perspective has been foremost, with links to the region's businesses, people and the public sector. A central issue in the analysis is the region's access to, or lack of, strong research environments and opportunities for smart specialisation. Over the period April to September 2013, a number of dialogue meetings were organised by the Regional Council in partnership with the external relations unit at Mid Sweden University, Almi Mitt Företagspartner and Mid Sweden Science Park.

Approximately 400 individual meetings and contributions have been made via seminars and workshops, breakfast and lunch meetings, web surveys and visits to municipal business units. Innovation has been discussed broadly at these meetings, with a focus on this resulting in an innovation strategy with five prioritised areas for investment. These are supported by three headline targets and a shared vision for the region's innovation work, with a focus on 2025. The innovation strategy is the fruit of these meetings and has a structure that provides clear recognition and a boost to the active work that needs to be conducted in the run up to 2025.

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