Project idea form - small projects

Version 2.1

Registration no. (filled in by MA/JS only) _____

Project Idea Form

Date of submission 04/06/2025

1. Project idea identification

Project idea name	Tracking Technology Transfer Progress in the Baltic States: Developing Key Performance Metrics for Technology Transfer
Short name of the project	TT-METRICS BALTIC
Previous calls	yes ○ no ◉
Seed money support	yes ○ no ◉

2. Programme priority

	1. Innovative societies

3. Programme objective

	1.1. Resilient economies and communities

4. Potential lead applicant

Name of the organisation (original)	Latvijas Biozinātņu un tehnoloģiju universitāte
Name of the organisation (English)	Latvia University of Life Sciences and Technologies
Website	www.lbtu.lv
Country	LV

Type of Partner	Higher education and research institution

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Which organisation(s) in the planned partnership take part in a project within the Interreg Baltic Sea Region Programme for the first time? Please list the respective partners.

Estonia, University of Tartu. Official Website: https://ut.ee/en
Lithuania, Kaunas University of Technology. Official Website: https://en.ktu.edu
Finland, University of Jyväskylä. Official Website:https://www.jyu.fi/en

5.1 Specific challenge to be adressed

A well-functioning innovation ecosystem relies on the ability to measure, benchmark, and improve how knowledge is transferred from research institutions to industry and society. However, Latvia, Lithuania, and Estonia currently lack a harmonised and evidence-based system to track the performance and impact of Technology Transfer (TT) activities. This gap undermines policy effectiveness, prevents data-driven decision-making, and limits the visibility of science-driven innovation.
For example, Latvia's public research institutions have no nationally coordinated metrics to monitor TT outputs like invention disclosures, licensing deals, or spinoff creation. In 2023, less than 10% of public R&D organisations reported commercialisation KPIs, and most universities measure performance using only internal ad hoc indicators (LZP study, 2024). Similarly, Estonia and Lithuania face fragmented tracking, with indicators varying by institution and no shared definitions, making regional comparisons and policy learning impossible.
This inconsistency also weakens trust in public investment outcomes. The European Commission's 2022 European Innovation Scoreboard noted a lack of structured TT monitoring as a critical weakness for Latvia and Lithuania, both of which score below the EU average in knowledge diffusion indicators.

arget groups directly affected include:
- Technology Transfer Offices (TTOs) at universities and research institutes, who lack clear benchmarks or support for performance improvement;
- Science councils and ministries, who need reliable data to design and assess innovation policies and funding programs;
- Innovation support organisations and analysts, who depend on shared metrics for cross-country comparison and regional innovation strategy alignment.
Without reliable metrics, innovation stakeholders cannot measure progress, assess the impact of reforms, or target support where it is most needed. This challenge is compounded by limited institutional capacity, unclear definitions, and the absence of coordinated national or regional TT monitoring frameworks.
The project addresses this critical gap by co-developing and piloting a harmonised, scalable KPI framework for Technology Transfer in the Baltic States. It empowers decision-makers with actionable data, strengthens institutional transparency, and supports a more integrated and accountable innovation ecosystem aligned with the Programme objective.

5.2 Focus of the call

The project directly supports the cohesive development of smaller places and rural areas by strengthening the innovation capacity of regional universities and public research institutions across Latvia, Lithuania, and Estonia. These institutions, often located outside capital cities, play a critical role in local economic development yet lack the tools to track and demonstrate their impact through technology transfer (TT).
By co-developing and piloting a harmonised TT KPI framework, the project enables these institutions to better measure their contribution to local innovation ecosystems. This is especially vital in areas facing demographic decline or economic transition, where public R&D organisations may be the primary source of knowledge-based growth and job creation.
The project ensures that data from less-connected or smaller institutions is made visible and integrated into regional and national innovation strategies. This creates better alignment between place-based needs and policy interventions, thus promoting evidence-based investments and long-term resilience in socially and economically challenged communities.

6. Transnational relevance

Technology Transfer (TT) systems across Latvia, Lithuania, and Estonia face similar challenges—fragmented indicators, inconsistent definitions, and limited data use for decision-making. These issues cannot be solved in isolation, as they hinder cross-border benchmarking, joint policy learning, and alignment with EU innovation goals.
Transnational cooperation enables partners to co-develop a harmonised KPI framework grounded in shared regional challenges, while respecting national contexts. It allows for structured knowledge exchange between ministries, TTOs, and science councils, helping to build consensus on key metrics and methodologies.
The project also draws on international good practice (e.g. Danish or Nordic KPI models), ensuring that the Baltic States adopt tested, scalable approaches rather than duplicating efforts.
Ultimately, only a transnational effort can ensure that TT metrics are comparable, usable across

borders, and embedded into broader Baltic innovation strategies—supporting transparency, smart specialisation, and evidence-based policy making throughout the region.

7. Specific aims to be adressed

Building trust that could lead to further cooperation initiatives
The project builds trust among key actors—ministries, science councils, TTOs, and universities—by jointly developing and piloting a harmonised KPI framework through co-creation workshops, data-sharing exercises, and feedback loops. This collaboration fosters transparency, mutual understanding, and credibility, laying the groundwork for future joint initiatives such as a Baltic TT observatory or shared benchmarking platform. The process strengthens institutional relationships that are essential for long-term alignment of innovation policies in the region.
Initiating and keeping networks that are important for the BSR
The project initiates a structured network of Baltic stakeholders committed to data-driven innovation governance. By involving national authorities, TTOs, and science councils in the co-design and piloting of the framework, it ensures shared ownership and motivation for continued collaboration. The validated KPI set and joint methodology serve as common tools for maintaining the network beyond the project, supporting evidence-based policymaking and cross-border learning in TT.
Bringing the Programme closer to the citizens
N/A – The project primarily targets institutional stakeholders such as universities, policy bodies, and innovation support organisations. While it indirectly benefits society through improved innovation performance, citizen-level engagement is not a direct focus.
Allowing a swift response to unpredictable and urgent challenges
N/A – The project addresses a long-term structural challenge (lack of TT performance tracking) rather than an acute or unexpected crisis. The approach is strategic and systemic rather than emergency-driven.

8. Target groups

The project engages five key target groups who are both directly impacted by the lack of harmonised technology transfer (TT) metrics and positioned to implement or benefit from the developed framework. 1. Higher education and research institutions – University leadership and Technology Transfer Offices (TTOs) are responsible for research commercialisation but lack common indicators to evaluate TT performance. They will contribute to co-designing and piloting the KPI framework, ensuring practical applicability. 2. Sectoral agencies – The associated partners—Latvian Council of Science (LZP), Lithuanian Science Council (LMT), and Estonian Research Council (ETAG)—represent the national agencies responsible for science policy coordination and monitoring. Their involvement ensures that the developed indicators

align with national and cross-border policy agendas and can be embedded in strategic frameworks.
3. National public authorities – Ministries responsible for research and innovation oversee policy development and funding instruments. Their role is vital for institutionalisation and future uptake of the proposed KPI system, especially for evaluating the impact of public investments in knowledge transfer.
4. Business support organisations – These include innovation intermediaries such as LIAA's incubators, Kaunas Science and Technology Park, and Startup Estonia. They rely on performance data to evaluate impact, support startups, and advocate for more effective innovation pipelines between academia and industry.
5. Interest groups – Data analysts, benchmarking specialists, and innovation policy researchers will contribute to indicator validation and ensure compatibility with international standards (e.g., AUTM, OECD). Their expertise supports methodology robustness and long-term usability of outputs.

	Please use the drop-down list to define up to five target groups that you will involve through your project's activities.	Please define a field of responsibility or an economic sector of the selected target group	Specify the countries and regions that the representatives of this target group come from.
1.	Higher education and research institution	Universities and TTOs leading knowledge transfer and spinoff support	Latvia (LU, LBTU), Lithuania (KTU), Estonia (TalTech)
2.	Sectoral agency	National science councils coordinating research policy and performance monitoring	LZP (LV), LMT (LT), ETAG (EE)
3.	National public authority	Ministries overseeing innovation and research strategies and investment programmes	Ministries in Latvia, Lithuania, Estonia
4.	Business support organisation	Incubators and innovation agencies supporting commercialisation pathways and regional impact	LIAA (LV), Kaunas STP (LT), Startup Estonia (EE)
5.	Interest group	Innovation policy researchers, analysts, benchmarking experts supporting KPI design	Policy institutes and universities in the Baltic States

9. Contribution to the EU Strategy for the Baltic Sea Region

Please indicate if your project idea has the potential to contribute to the implementation of the Action Plan of the EU Strategy for the Baltic Sea Region (https://eusbsr.eu/implementation/).

yes ◉ no ◯

Please select which policy area(s) of the EUSBSR your project idea contributes to most.

PA Innovation

The MA/JS may share your project idea form with the respective policy area coordinator(s) of the EUSBSR. You can find contacts of PACs at the EUSBSR website (https://eusbsr.eu/contact-us/).

☐ If you disagree, please tick here.

10. Partnership

The project is led by the Latvia University of Life Sciences and Technologies (LBTU), a regional university with active experience in knowledge transfer and innovation ecosystem development. LBTU will coordinate project activities, lead the co-design of the KPI framework, and host the Latvian pilot.
Kaunas University of Technology (KTU) and the University of Tartu (UT) are full project partners representing Lithuania and Estonia, respectively. Both are leading technical universities with active Technology Transfer Offices (TTOs) and strong engagement in innovation policy. They will coordinate national ecosystem scans, co-create and pilot the indicators, and contribute to policy recommendation development.
Three associated partners—the Latvian Council of Science (LZP), Lithuanian Science Council (LMT), and the Estonian Research Council (ETAG)—will ensure strategic alignment of the outputs with national policy frameworks and act as key validators of the proposed KPI methodology.
To support good practice transfer, the project involves the University of Jyväskylä (Finland) as a knowledge partner. Finland has well-established practices in monitoring university–industry collaboration, and the Finnish partner will contribute with methodological input, case examples, and lessons from national indicator frameworks.
The selected partners ensure a balanced geographical representation across the Baltic States, covering different institutional scales and regional contexts. The partnership brings together research institutions, policy bodies, and knowledge transfer actors, ensuring both bottom-up insight and top-down policy relevance.
No additional partners are foreseen at this stage, as the current consortium already includes all core stakeholder types required to co-develop, test, and validate the KPI framework at both institutional and policy levels.

11. Workplan

The project is structured around one cohesive work package comprising three interconnected activity

blocks, aimed at co-developing and testing a harmonised set of Key Performance Indicators (KPIs) for Technology Transfer (TT) in the Baltic States.

WP1: Needs Assessment & Metric Co-Design
This phase starts with a landscape review of existing TT metrics, methodologies, and monitoring practices in Latvia, Lithuania, and Estonia. It maps national innovation ecosystems and assesses existing institutional data capacities.
The review is followed by stakeholder workshops involving university leadership, TTOs, science councils, ministries, and innovation analysts. In these sessions, participants will co-design a KPI framework that reflects real-world data availability, regional priorities, and cross-country comparability.

WP2: Pilot Implementation
In this phase, the draft KPI framework will be tested in selected institutions across all three countries (LV, LT, EE). Participating TTOs and ministries will apply the indicators using their internal data sources. Through feedback loops and bilateral consultations, the project will identify inconsistencies, usability gaps, and alignment issues. Metrics will be adjusted accordingly. Pilot institutions will evaluate feasibility based on resources required, impact potential, and data integrity.

WP3: Policy Uptake & Scalability
The final phase focuses on institutional and policy uptake. Through validation workshops with associated partners (e.g., Latvian Council of Science, LMT, ETAG) and relevant ministries, the framework will be refined for integration into national monitoring systems.
A Joint Methodology Guide and Policy Brief will be produced, providing practical instructions and advocating for harmonised KPI use across the Baltic States. The guide will also include examples of indicators, visual reporting templates, and definitions aligned with international standards (e.g., AUTM, OECD).
WP3 Outcomes of the project:
- Published Joint Methodology for TT KPI Monitoring
- Policy Brief for national and regional innovation governance actors

Involvement of Target Groups
Throughout the project, target groups—including TTOs, ministries, science councils, and innovation data analysts—will be actively involved in co-creation workshops, piloting, validation, and dissemination. Their participation ensures that the developed KPI framework is both technically feasible and institutionally relevant.

Use of Final Outcomes
The final methodology and policy recommendations will be used by:
- Universities and TTOs to track TT effectiveness and guide resource allocation;
- Science councils and ministries for policy impact assessment and funding programme evaluation;
- Innovation researchers and data analysts to ensure cross-country comparability and inform evidence-based decision-making.

12. Planned budget

ERDF budget (planned expenditure of partners from the EU)	EUR 480,000.00
Norwegian budget (planned expenditure of partners from Norway)	*EUR XXX*
Total budget (including preparatory costs)	**EUR 480,000.00**

13. Project consultation

Please indicate if you wish to have a consultation (online meeting) with the MA/JS to discuss your project idea

yes ◉ no ◯

14. Questions to the MA/JS

Questions related to the content of the planned project	Could the co-developed and piloted KPI framework be considered a single output if it includes both a tested indicator set and a policy recommendation guide, or do these need to be formally submitted as two separate outputs under the Programme requirements?
Questions related to budgeting and expenditure	Are external experts (e.g., for statistical validation or benchmarking support) eligible under the "external expertise" budget line if they are subcontracted for short-term, highly specialised tasks that no project partner can deliver in-house?
Any other questions	Would it be possible to submit additional letters of support from non-partner innovation stakeholders (e.g., industry associations) to strengthen the policy uptake and visibility aspects of the application?

15. Additional information

The project builds on prior consultations with national science councils and ministries, which confirmed the urgent need for harmonised TT performance metrics in the Baltic States. The partnership brings together institutions that have previously collaborated in Interreg and Horizon-funded initiatives, ensuring a high level of trust and coordination. The developed KPI framework is intended to serve as a scalable model that can later be expanded to other BSR countries or adapted to different sectors (e.g., health tech, green innovation). Letters of interest from regional innovation agencies and incubators can be provided upon request to demonstrate broader stakeholder engagement.

Your account in BAMOS+

Please remember that to officially submit your application you need to access our electronic data exchange system BAMOS+. More information about the process of applying for your account in BAMOS+ you will find here:
https://interreg-baltic.eu/gateway/bamos-account