



Synergy and Empowerment Concept

Based on good practices shared and implemented in
the Interreg BSR project EmplInno

Maritime Industries

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Synergy and Empowerment Concept – Maritime Industries

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EmplInno – S3-Empowering for Innovation and Growth in Medium-Sized Cities and Regions

To turn the Baltic Sea Region (BSR) into Europe's most dynamic, innovative and competitive economy of the continent, the regions need to apply and constantly improve their Research and Innovation Strategies for Smart Specialisation (RIS3). Since 2016 the Interreg BSR project EmplInno supported partner organisations from twelve regions in Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Poland and Sweden to foster the implementation and improvement of RIS3. The project provided strategy owners, strategy implementers and other innovation actors with resources to better work with the RIS3 approach and boosted cooperation and knowledge exchange between stakeholders within and beyond the partner regions.

The partners developed and implemented numerous R&D transfer workshops, matchmaking and networking events as well as training formats. By doing so they provided companies, universities and other actors with knowledge and resources to implement innovative and competitive ideas. Furthermore, EmplInno helped to improve and update regional smart specialisation strategies by transferring experiences and recommendations to regional authorities as well as strategy implementers to adapt and use the RIS3 for the benefit and growth of the region.

Further information: www.empinno.eu

Table of Contents

Introduction.....	4
1. Outlook and specifics of maritime industries in the Baltic Sea Region.....	6
1.1. Current status and specifics of maritime industries.....	6
1.2. The RIS3 strategies related to the maritime sector in the partner countries: current status and future challenges to be addressed.....	7
1.2.1. Exemplary analysis 1: Denmark.....	7
1.2.2 Exemplary analysis 2: Satakunta Region.....	7
1.3. EmpInno – Identification of tools to cope with the current challenges of the sector	8
2. Business support tools for the maritime sector: identified and tested best practices	9
2.1. R&D transfer workshops and mechanisms	9
2.1.1. TechnoLunches (Rostock Business and Technology Development GmbH)	9
2.1.2. Technology Talk (Rostock Business and Technology Development GmbH)	10
2.2. Matchmaking events	11
2.2.1. Technoforum of Regiopolis (Rostock Business and Technology Development GmbH)	11
2.2.2. Match Industry (Prizztech Ltd).....	11
2.2.3. CRIF – Cost Reduction and Innovation Forum (South Denmark European Office)	12
2.2.4. Scale-up Denmark (South Denmark European Office).....	13
2.3. Transnational delegation trips	14
2.3.1. EmpInno Offshore Wind Study Visit to Esbjerg	14
2.3.2. Transnational delegation trip to the “Wind & Maritime” in Rostock	14

Introduction

The Baltic Sea Region (BSR) has the potential to develop into Europe's most dynamic, innovative and competitive economy of the continent. Continuing high and stable rates of economic growth above EU level, a close network of universities, a general high spending on education and research or a high density of patents and entrepreneurship throughout the BSR build a stable basis for further progress and development.

The maritime industry sectors are important and stabilising factors for the economic development of the BSR. In particular the maritime transport sector and the offshore wind energy (OWE) have become the most relevant growth sectors over the last decade and the fastest growing fields with a continuous demand for both low and high skilled employees and sales growth opportunities. However, the market is mainly dominated by few global and regional players, which challenges SMEs to offer their skills, knowledge and products and gain access to market demands and needs. Moreover, weak transnational and cross-sector coordination of the whole innovation chain is impeding or slowing down the translation of innovative ideas from research to market readiness, the development of innovative ideas by SMEs and the diffusion and adoption of innovative products and services. A fragmented system of research and innovation can be indicative of weak internal links and a low level of cooperation between actors. Recent competitive advantages of BSR actors but also above average growth can be only anticipated, if existing expertise in R&D can be linked to the available entrepreneurial potential across the BSR. A second precondition is that R&D activities of the entire BSR should be embedded and linked into a regional and transnational network.

Thus, to make full use of existing resources and potentials and to leverage the innovativeness and competitiveness of the BSR in the maritime industry sector, much will depend upon identifying market and funding opportunities and developing strategies to support the regions and their different stakeholders from research, business and politics with access to resources, knowledge, networks and suitable empowerment tools for actual needs.

In line with identifying unique market opportunities and exploiting available resources for development

and growth, the European commission started an initiative to encourage European regions to develop their own *Research and Innovation Strategies for Smart Specialisation* (RIS3¹) based on their socio-economic conditions and challenges. EmpInno (empinno.eu) – an EU-Interreg project aiming at fostering the implementation and improvement of RIS3 in medium sized cities and regions in the BSR – accompanied twelve partner regions in Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Poland and Sweden since 2016 to provide i.a. business support organisations, science parks and universities (so called *innovation intermediaries*) with the needed resources to work with the RIS3 approach and to boost cooperation between SMEs within and beyond the partner regions.

Based on main specialisations of the 12 project partners' RIS3, key enabling technologies and market opportunities, EmpInno has chosen six thematic priorities, in which the partners exchanged and applied customised synergy and empowerment tools. These can help innovation intermediaries to

- enable (more) R&D transfer to/between SMEs to build a sustainable knowledge-based economy,
- promote cross-sectoral knowledge exchange to identify future markets,
- offer matchmaking opportunities to/between SMEs to make use of existing capacities and strengthen regional competitiveness,
- offer capacity building for more knowledge-based economies,
- foster cooperation between regional/transnational stakeholders to enhance global competition,
- and thus capture opportunities and implement innovation projects in the BSR.

The present paper focuses on the priority group *Maritime Industry* and related stakeholders in the BSR, for which EmpInno partners exchanged and applied a variety of synergy and empowerment tools that can

- help stakeholders and in particular innovation intermediaries to identify practices, events, platforms and partners in their region and areas of activity and/or

¹ The concept of RIS3 is an initiative from the European Commission that serves as a pre-condition for regions to receive ERDF-funds. For more information please visit the website: <http://s3platform.jrc.ec.europa.eu/s3-platform>

- may function as a pool of suitable methods and tools ready to adapt for own activities and needs.

The aim of this document is thus to **provide innovation intermediaries with innovative formats and lessons learned** of business supporting tools to foster innovation and growth in their own region.

In the following, a market analysis of the maritime sector will introduce the main challenges and needs. In the next chapter an overview is given on specific synergy and empowerment tools of R&D transfer, workshops, matchmaking events and business delegations for SMEs, research institutes and other so-called end-users.

These tools are mostly based on the exchanged good practices and have been transformed and adapted to specific needs and challenges of the EmplInno partner regions. Nevertheless, general transferability to other regions and actors is given and EmplInno assumes that these Synergy and empowerment tools will help all regional stakeholders from authorities, entrepreneurs, universities to business support organizations to promote cooperation, knowledge exchange and networking in the BSR.

We hope you enjoy reading the shared experiences of our project partners!

1. Outlook and specifics of maritime industries in the Baltic Sea Region

1.1. Current status and specifics of maritime industries

The development of the maritime economy, identified as one of the ten emerging industries in Europe with beyond average growth potential in 2014, takes place in the context of the EU's Blue Growth strategy aiming to support growth and competitiveness of the sector through innovation. The aspired transition to a modern and sustainable maritime economy shall be achieved by optimizing the deployment of innovative research results (new technologies, products and services) with a focus on industry-driven strategies, by facilitating access to financing and by stimulating development and investment. The term Blue Growth covers all marine and marine-related activities ranging from gas, oil and mineral sources, maritime transport and ports, shipbuilding, offshore energy, marine equipment technology, tourism, seafood (including fishing and aquaculture) and the related supply chains. The EU's BSR strategy covers the entire maritime sector – efforts which have been complemented by the Blue Growth initiative for the BSR region from 2014 on, which aims at encouraging sector-related projects that include this field into their structural funds investment priorities.

The maritime industry is a highly relevant industry sector in all BSR countries and has demonstrated a significant innovation capacity in recent years, SMEs playing a significant role here. The maritime sector has more than 5 million employees in Europe, which corresponds to 3 to 5% of Europe's economy in total. The traditional sectors are shipbuilding, boatbuilding, related repair works, logistics, fishery, production of maritime equipment etc., but the **maritime transport sector** and the **offshore wind energy** (OWE) have become the most relevant growth sectors over the last decade and the fastest growing fields, so that the focus of development activities lies on them. For instance, the number of employees in the OWE sector is expected to double 2.5 times by 2030, i.e. to employ 175,000 people then.² A look at the latest installation figures and forecasts speaks the same language: A new peak of offshore wind turbine installations in Europe has been reached in 2017, totalling 17 new wind farms with 560 offshore turbines and a total capacity of

3,148 MW. Due to this, the total capacity of installed offshore wind turbines in Europe increased to 15,780 MW (4,149 grid-connected wind turbines across 11 European countries). Accordingly, the related industry sector (production and installation of offshore wind turbines and related components such as transformer stations, grid connections etc., plus operation and maintenance works and services) can be considered as one of the growth sectors with the aforementioned significant employment potential. When it comes to the future development of the sector, recent forecasts indicate a total installed capacity of offshore wind turbines operated in Europe of 25 GW before 2030. Furthermore, the current technological tendencies are expected to continue: the size of the installed turbines will grow further, the installation will be made in deeper waters and in greater distance from the shore (currently: average depth 27.5 meters, average distance from the shore: 41 km). 2030 scenarios for the Baltic Sea Region foresee a cumulative capacity of 9 GW, which would make the Baltic Sea the second-largest sea basin per capacity installed after the North Sea. What is needed to fully exploit the related economic potential is a clear commitment of the BSR countries, e.g. by determining ambitious installation volume targets.

Regarding maritime transport, a lot of hope is put on the future establishment of the Northeast Passage, which will shorten the distance between the Atlantic Ocean and the Pacific Ocean by 40-60% but is bound to the provision of a larger icebreaker fleet to be sustainably operated. When it comes to constructing this type of special vessels, Finnish and Norwegian shipyards are expected to be the main global players, together with the USA and Russia. At the same time, the current political tensions between Russia and other European countries are an obstacle for a homogeneous business development in the BSR – here, political efforts have to be taken as a first step so that business cooperation can follow.

² See, amongst others: http://www.centrumbalticum.org/files/1909/BSR_policy_briefing_1_2016.pdf (10.5.2018)

1.2. The RIS3 strategies related to the maritime sector in the partner countries: current status and future challenges to be addressed

1.2.1. Exemplary analysis 1: Denmark

In April 2017, the Region of Southern Denmark completed a national mapping of the offshore industry. The main results show that the offshore wind sector is bigger than oil and gas industries in Denmark these days considering annual turnovers (OWE with EUR 83 billion, oil/gas with EUR 73 billion in 2015), but also related to the employment market: While the oil/gas industry lost around 2,000 jobs in comparison to 2014, offshore wind rose just short of 1,000 jobs. That means that the latest amount of full-time jobs within the two industries is practically identical. The sector forecasts for the coming years are even more optimistic as 52% of the surveyed companies expect a further increase of turnover until 2020, while only 4% forecast a decrease in this period. Furthermore, the offshore industry in Denmark is characterized by a high level of innovation. In 2014, more than one out of six companies working with both offshore wind and oil/gas have been sought patent, compared to a rate of one out of 25 companies across all industries. As such, companies within both the offshore wind and the oil/gas sector were more than double as prone to invest in research and development.³ When it comes to the offshore wind energy sector in particular, Denmark currently holds a unique position as a world leader in offshore wind technology, with full coverage of the offshore wind supply chain available. The Danish RTD environment is pro-active and cooperates both informally and formally, though there is room for improvement in the cooperation between industry and research institutions/universities. In addition to this, Denmark has world-class test facilities.

In order to compete with, for example, coal-produced power, the offshore wind industry has a common goal of reducing the total cost of electricity produced at sea by 40 % (from 2010 to 2020). At the same time, the oil/gas industry must reduce the rising production costs for extraction in the North Sea. Another current challenge is the shortage of skilled labour in both offshore oil/gas and offshore wind sectors, which includes a lack of competences that enhance the companies' opportunities to work in an international market. But when comparing current low numbers of students in technical and science education fields to

the future needs of the labour market, no significant change is in sight.

Another challenge the Danish offshore wind sector is currently facing is the lack of standardization that is the prerequisite for further cost reduction for energy gained from offshore wind turbines. The overall goal of reducing Levelized Cost of Energy (LCOE) cannot be reached without standardization and mass production, which calls for international cooperation – this means cooperation and agreement between the biggest markets (UK, Germany, and Denmark) at both industrial and political level. But further growth in the offshore industries also requires a continued qualified domestic market that can support innovation, development, testing and demonstration and an integrated energy system. The increasing international competition challenges the Danish suppliers' innovative capacity to develop new products and services that can optimize energy production and bring total costs down. Therefore, it is important to create coherence as well as synergy between actors and initiatives in the offshore industry.

Also crucial for further development of the offshore wind industry in Southern Denmark and Denmark as a whole is long-time certainty in leading markets (UK and particularly Germany) as the industry sees production volume driven by stable markets as one of the main means to lower cost together with investments in cost reduction. Local content demands are also an obstacle that will work against LCOE reductions particularly from Danish perspective as the majority of the world's existing turbine capacity is provided by enterprises that operate in Denmark. However, if the industry succeeds in reducing LCOE of offshore wind power, it is a sector with tremendous growth opportunities and many of the biggest companies in the world are showing willingness to invest in this energy technology.

1.2.2. Exemplary analysis 2: Satakunta Region

The maritime sector represents about 8% of all industrial activities in Satakunta Region these days – a success that is crucial to the region, because it positively impacts on other industrial and service sectors and thus further increases the importance of the maritime industries for the region. Furthermore, the sector is very export-oriented, which is beneficial for the whole country. To further support this development, a regional maritime cluster was founded, which currently involves 50

³ See, for instance: <https://scale-updenmark.com/2017/04/27/en-innovativ-branche-praeget-af-optimisme/>



companies and shipyards. The members of the cluster report that, after a long downturn until early 2017, the situation changed in summer 2017 and a growing demand for their projects and services can be expected since then. Still, the regional maritime situation must be considered as twofold. Shipbuilding and ship repair works plus related industries are doing very well, while the regionally very important offshore business is still badly suffering from low oil prices and a lack of new and innovative projects. Therefore, it is particularly hard to make forecasts on the future of the oil and gas industry in Satakunta region. It is considered to be a positive sign that, at the end of July 2018, an MBO-transaction was published, where a team consisting of senior managers of the company acquired all the shares in Technip Offshore Finland Ltd. from TechnipFMC and the company changed its name to Pori Offshore Constructions Ltd.

When it comes to the RIS3 strategy for Satakunta region, it was determined that renewing this industry and connecting new technologies and companies to the maritime sector are the major challenges of the upcoming years. Out of this understanding, the ICT-sector, the field of autonomous shipping and the energy efficiency sector were identified as new promising fields. Furthermore, the Arctic market and an exploitation of oil and gas offshore competences and resources for offshore wind power projects were

identified as approaches to be followed. This could also be a response to the currently biggest challenge in the maritime industries: the recruitment of skilled labour which also covers maritime industry related sectors like ICT, automation, energy technologies & services and design offices, as key actors renewing the industry. To cope with the identified challenges, support from Finnish policy is urgently needed, which particularly applies for Satakunta region, a non-metropolitan area that depends on national funding and national RDI-policy orientations. The following approaches have been identified so far to cope with the challenges in Satakunta region:

- Enhancing the education of skilful personnel by taking influence on the educational sector
- Elaboration of a region's shared "Maritime vision" as a roadmap for development activities
- Intensified efforts to attract start-up (ICT, design, service) companies to settle in the region and to introduce new innovation models, like hackathons, and to open new business opportunities like open data
- Addressing the public sector to fulfil its key role in building and opening new business & innovation platforms.

1.3. EmplInno – Identification of tools to cope with the current challenges of the sector

The challenges indicated in the exemplary analyses of the maritime industry in one BSR country (Denmark) and one BSR region (Satakunta) were also confirmed by status reports from other BSR countries and regions. The discussion among RIS3 experts, EmplInno partners and status report authors indicated that overcoming them needs both, an increased cooperation in the regional and/or national supply chains and cross-regional and international cooperation. This is even more relevant for SMEs from the maritime sector (or SMEs planning to operate in the field) than for the large companies, as related studies have identified significant obstacles for SMEs from the BSR to participate in this market. It is currently dominated by main global players in many fields – there is only a certain chance to get involved

⁴ See, for instance: Supply Chain Analysis - Overview for the Baltic Sea Region, elaborated in the project Baltic InteGRID (publication in progress). Rostock 2018, page 8pp.

⁵ See: <https://windeurope.org/newsroom/news/exploring-the-potential-for-wind-energy-in-the-baltic-sea/> (14.5.2018)

⁶ See, for instance: Market Analysis of the Offshore Wind Energy Transmission Industry. Overview for the Baltic Sea Region. Edited in the BSR project Baltic InteGrid and published in October 2018, page 67 pp.

as subcontractor/-suppliers of these large companies.⁴ Recent announcements of large wind industry sector organizations have supported this, stressing that regular large-volume offshore tenders are expected for the coming years. These are again mostly relevant for larger companies with high capacities and long-term experience in the sector, **but with subcontracting and service potential for SMEs from the region.** Accordingly, WindEurope indicated in 2018: “If countries want to capitalize on the development of a competitive, clean and job-creating wind energy sector, they need to make a clear commitment on future volumes.”⁵ This is particularly important as there is significant potential indeed: The 6 new offshore wind projects, which were finally approved in the EU in 2017, have an investment volume of 7.5 billion Euros in total.

From the current challenges and the aforementioned fact that the OWE market in the BSR project is dominated by global players⁶, it must be concluded that the main potential for regional players and mainly small and medium-sized SMEs lies in acting as subcontractors or delivering high knowledge products – also to meet the lack of skilled labour in large companies, to contribute to the needed standardization, to covering the full

supply chain and to ensure a stable and long-term certainty of the market.

Out of this understanding, the EmplInno project identified suitable business support infrastructure and formats based on local and regional good practices from the partner regions, which will be presented in the following chapters. The focus of the business support is on the following two main objectives:

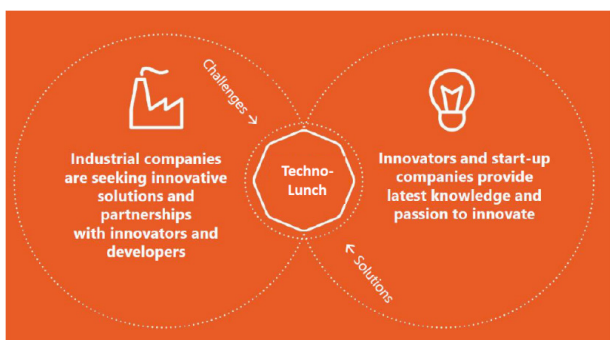
- **To enable customized matchmaking with global and regional players:** Events like MI18 or Wind & Maritime allow to efficiently acquire knowledge about the market and the needs of global players and give regional SMEs the chance to present their skills/offers/products and to initiate contracts with potential orders from large companies;
- **To enable R&D transfer to and between SMEs:** Formats like the TechnoLunch or TechnoForum were designed to provide regional/BSR SMEs most efficiently with the most up-to-date knowledge (and skills), to initiate co-operations with industry-related science and to provide decisive market advantage, for instance, regarding the coming cooperation with Asian markets (cooperation and know-how transfer).

2. Business support tools for the maritime sector: identified and tested best practices

2.1. R&D transfer workshops and mechanisms

2.1.1. TechnoLunches (Rostock Business and Technology Development GmbH)

Description: The event addresses SMEs, start-ups and science representatives from the maritime sector



which, in this format, meet for lunch in a restaurant. There, they get the opportunity to present the 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 lunchtime in a separated area inside the restaurant, so that the meeting takes place in a casual setting, undisturbed by other guests of the location. The RIS3 strategy is not always an explicit topic in these events, but a permanent guiding principle.

Objectives and results: The overall objective is the formation of strategic alliances between business and science 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. 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.

Success factors: The high time efficiency (designed to fit into a lunch break) is one of the important success factors of the format, as well as the relaxed and comfortable setting 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, restaurant reservation and moderator are provided by Rostock Business as inviting institution.

Transferability: The format is strongly recommended for a transfer to other places and regions. It can be implemented as described or adapted to local structures and demands. If adapted, the main principles must still be observed: Firstly, it is important to work with small groups to enable an intensive communication that can be experienced as fruitful and efficient. Secondly, it is important to implement the format in a separated room or area of the restaurant where the participants feel undisturbed. This particularly applies in cases where innovations or other confidential topics are discussed.

2.1.2. Technology Talk (Rostock Business and Technology Development GmbH)

Description: The format aims at interlinking business, with focus on SME, and science, but also involves policy as strategy owner. Still, the overall objective is to get the companies acquainted with RIS3 and to explain and demonstrate the strategy's advantages to them. To achieve this, several steps have to be taken one after the other. In a first step, a supra-regionally active and renowned company is invited to present its latest research projects and fields of cooperation with universities and university of applied sciences or other research institutions as best practice example for cooperation between business and economy. Out of this presentation, a talk round involving other relevant companies as well as representatives from politics and science is implemented in front of a wider audience, which ensures an optimum multiplier effect. This talk

regularly includes references to the RIS3 strategy and deriving regional and local implications and measures.

In a second step, a delegation trip to this company will be arranged which involves not only other companies and SME, but also university representatives and provides an excellent opportunity not only to get acquainted with the relevant enterprise and its production and/or services procedures, but also to exchange on the implemented research projects and find additional cooperation partners via this direct working exchange (match-making effect). Links to the RIS3 strategy are made during the contextualization of the meeting as well as in the summing up procedure that interlinks the practical experience to the regional RIS3 focus again. So far, 4 Technology Talks in total have been implemented, some of them on marine industry-related topics as energy efficiency and technology trends.

The event is jointly organized by Rostock Business and the Rostock Marketing Initiative and fully financed by participation fees.

Objectives and results: Out of this event, 40 to 80 representatives of local, regional and supra-regional companies as well as representatives of the University of Rostock and state politicians get in cooperation with each other and jointly into a reflection of future strategic development steps to be taken. Out of the aforementioned reference to the RIS3 strategy, it is also universities and research institutions that get the opportunity to start future- as well as practice-oriented talks with local and regional companies on potential research and cooperation topic, e.g. related to maritime industries. The format allows to not only to involve local protagonists but also supra-regional market-leading companies into the strategy development and exchange and, thus, interlinks different levels of acting.

Success factors: A good and friendly cooperation level and a high share of interesting participants are of major importance for keeping the format attractive. Furthermore, the explicit reference to the RIS3 strategy and the involvement of strategy owners ensure a solid embedding and further going effects of the talks so that a participation in the events will be considered as essential for the regional as well as supra-regional business activities. To have a solid basis for the event, the financing via participant fees is essential – which, again, also increases the commitment of the participants, but increases the pressure on the organizers to offer a good value for money on every event. To keep the content benefit for the participants as high as possible, a focus on different topics (i.e. one key topic per event) was decided to be a guiding principle.

Transferability: The format can be strongly recommended for a transfer to other places and regions. It can be implemented as described or adapted to local structures and demands, provided that interesting and renowned speakers are involved in the first stage and the destination of the second stage is considered as perspective by a high number of potential participants. In case of adaptation, the main principles must still be observed: Firstly, it is important to work with only small groups here to enable an intensive communication that can be experienced as fruitful and efficient. Secondly, it is important to implement the format in a separated room or area of the restaurant where the participants feel undisturbed. This particularly applies in cases where innovations or other confidential topics are discussed.

2.2. Matchmaking events

2.2.1. Technoforum of Regiopolis (Rostock Business and Technology Development GmbH)

Description: The Technoforum is a two-day event which is jointly organized by the Hanseatic City of Rostock, Rostock Region municipality, Rostock Business and the regional association Regiopolis Rostock. It was implemented for the first time in 2016. The 2nd forum took place in October 2017. During the first day, scientists present the current focus of their research work in short presentations (not longer than five minutes each). The second day is dedicated to visiting research institutions/laboratories. The event is focused on key topics which are defined per year – so far, they included renewable energies (2016), maritime economy (2017) and health sciences (2018). The participants come from companies with business offices in the Rostock region, but also from the University of Rostock and its associated research institutions (Leibniz and Fraunhofer institutes etc.).

The format was developed out of a survey implemented among companies: There, the explicit demand for a closer cooperation between science and business was expressed. The 2017 event involved 75 participants in total and put the strategic aims deriving from the RIS3 strategy into the focus of discussions and expert exchanges. The event has been financed by the aforementioned alliance of organizers in cooperation with the regional Ministry of Economics.

Objectives and results: The format intends to be a platform for networking and exchange, not only between business and research, but also between urban

and rural areas and their administrative institutions – which has been a cooperation gap in the past.

Success factors: The two innovative dimensions (urban-rural and science-business) are what makes the participation interesting for university and company representatives alike. After the first two events, the participants expressed that it was also the wide range of efficient presentations (38 speakers in total with 5 minutes presentation time each) that made the event efficient. And there is the safe financial basis of the event, created by cost-sharing between regional and local authorities and the good organizational cooperation between Rostock and Rostock region with its joint institutional form, the Regiopolis association.

Transferability: The transfer of the format requires a strong orientation to the latest global and European market requirements when it comes to selecting the topic of the event as well as a clearly defined organisational principle that allows efficient organisation. The implementation has to have a quality that makes the format sufficiently attractive for participants when asked to pay a participation fee.

2.2.2. Match Industry (Prizztech Ltd)



Description: MatchINDUSTRY is an annual industry contact and meeting event in Pori, Finland. It is a contact and meeting event for the top players of marine, energy, offshore, automation and technology industries, where 20-30 companies are invited as 'main contractors' and 500 companies (mainly SME) will join as participants. The participant companies are suppliers, subcontractors and technology companies operating in various businesses. They are searching for new customers and business opportunities during the event. They are chosen in a way to meet the specific needs of the main contractors. The event comprises of a seminar on topical issues with international speakers and a contact day for f2f meetings that is implemented afterwards.

The experience of the past years has identified it as an effective format for regional SMEs (suppliers, subcontractors, technology companies) to meet main contractors, i.e. to find new business opportunities and customers. The two-day event starts with the MI18 Pre-Event, where annually changing themes related to industry renewal and innovations are explored. The second day is the contact and match-making event, aiming at helping the companies of marine, technology and energy industries to strengthen their supplier chains and find new business and technology partners. The event allows 40 and more meetings in one day, which makes the format particularly efficient and, thus, meets the expectations of highly professional business partners.

Objectives and results: The event aims at mapping new business and technology partners and opening new business opportunities for SMEs, which again will allow them to expand their existing business networks and consequently their business activities and co-operations. To ensure a high quality of the format, a benchmarking and evaluation of the MatchINDUSTRY concept and other members' concepts is regularly implemented.

Success factors: To make the event attractive and beneficial for the participating companies and SMEs, it is important that the main partner companies presented there are active on the global market, thus offering SMEs the chance to get involved here. The event gives these 'global players' the opportunity to involve innovative suppliers, subcontractors and R&D companies. Here, again, it is important to regularly invite and involve new protagonists and companies so that the spirit of the format remains a 'fresh' one, with every participation creating new benefits. To achieve this, the event is organized in cooperation with strong networks (Finnish Marine Industries, Finnish Technology Industries, Business Finland, Satakunta Chamber of Commerce and the Federation of Finnish Enterprises), and also with the help of regional and national support, in this case by the City of Pori and the Arctrade Growth Program.

Transferability: First attempts to transfer the concept were made, for instance in Northern Scandinavia in order to speed-up business activities in the Arctic area out of newly established or intensified cooperation between companies (SMEs included) from Finland, Sweden and Norway. It turned out that the transfer works very well and can be recommended as far as the following success principles are taken into account:

- The SMEs are sorted beforehand by specific needs of main contractors, which makes the matchmaking

particularly efficient and avoids contacts that are experienced as waste of time;

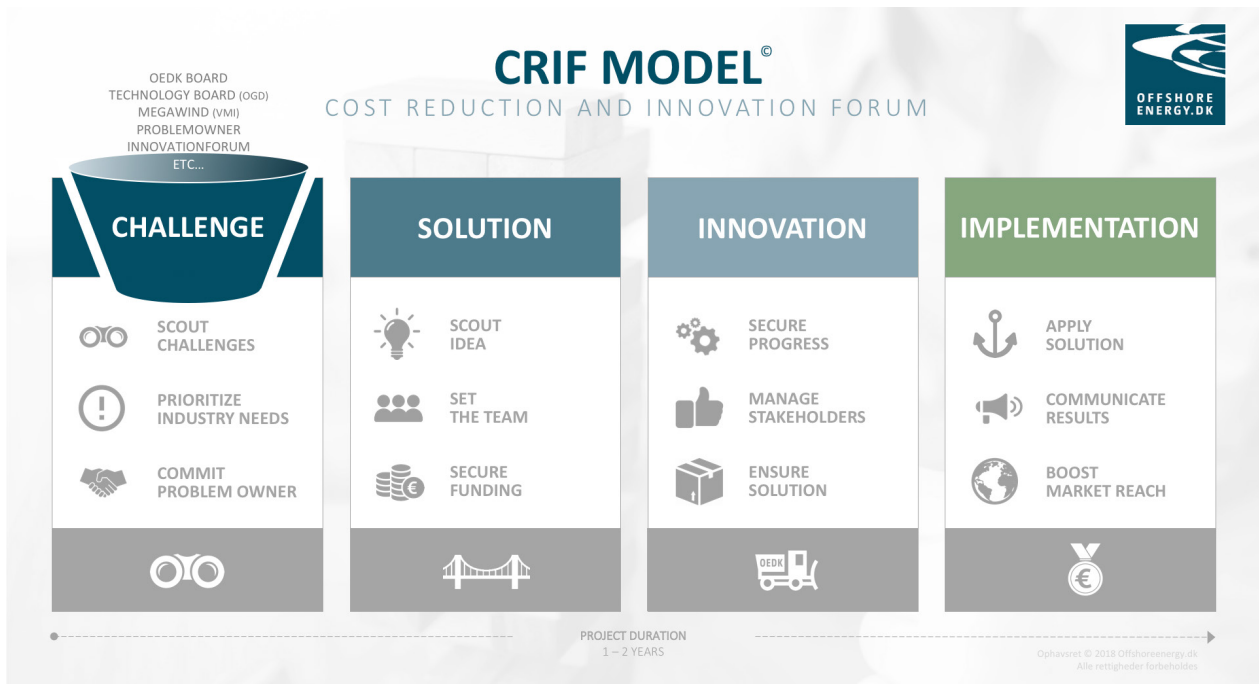
- The event regularly includes (i.e. actively invites) new protagonists and companies, always a sufficient share of 'big players';
- The event is organized in cooperation with strong networks and involves local important persons and players;
- The concept is implemented in consideration of specific local knowledge, i.e. should be adapted to local structures and demands.

2.2.3. CRIF – Cost Reduction and Innovation Forum (South Denmark European Office)

Description: The forum CRIF, organised and implemented by offshoreenergy.dk, works on building bridges between universities and the industry and is based on the understanding that knowledge-sharing is necessary to secure the technological development in society. It addresses concrete challenges presented by the large players of the industry, aims at cost reduction and implementing innovative solutions. By following the CRIF model, the forum aims at ensuring that new ideas and creative solutions from universities and small companies become a part of the future offshore industry. In this context, offshoreenergy.dk launches a CRIF Project Calls newsletter that addresses the contact points at Danish universities. The newsletter provides an overview on CRIF-projects that are in an initial stage and are currently looking for problem solvers ("Who are we looking for?"). Interested potential partners can contact the relevant institution via the editor of the newsletter.

Objectives and results: The format aims at fostering innovation to drive down Cost of Energy (CoE) in the offshore industry. It facilitates collaborations between enterprises, organizations and knowledge institutions to make sure that new ideas and creative solutions from universities and small companies are integrated into offshore industries.

Success factors: To launch successful innovation projects out of the CRIF format, it is essential that the "problem owner", typically bigger (tier 1 and 2) enterprises, are explicit and specific about the challenges to be tackled, and that only universities and companies with relevant inputs to addressing the challenges present themselves to the "problem owner". Therefore, funding, e.g. structural funds as in the Danish case, for network or cluster organisations to facilitate the whole process (Identify Challenges, Scout Solutions, Initiate and Coordinate Innovation and



Manage Implementation) is an additional key success factor.

Transferability of CRIF: The format is easily transferable to other regions and subjects, resulting from the fact that it works like a platform for partner exchange. The adapting institution or region will need a software expert only to implement the adaptation to the own needs.

2.2.4. Scale-up Denmark (South Denmark European Office)

Description: Scale-up Denmark is an ambitious cross-regional training concept for entrepreneurs and small enterprises. The aim is to establish an elite of high growth companies in Denmark. Its foundations are Denmark's five regional business development strategies (S3) and some of Europe's most competitive innovation ecosystems. In line with the regional S3 in Denmark, a total of 12 scale-up hubs have been established of which four are anchored in the Region of Southern Denmark, namely "Energy Efficient Technologies", "Offshore Industry", "Robotics" and "Experience Economy and Tourism". The cross-regional scope ensures that a critical mass of businesses and skills is involved, 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.

Objectives and results: Scale-up Denmark was inspired by the world's best ecosystems for business growth, and, out of this, was arranged with the aims to attract high-performance enterprises (Danish and international ones), to provide access to seed capital and venture capital, to engage market leading companies from the regional ecosystem, to involve leading universities, research institutions and science parks and to provide easy access to the services of the entire Danish business support system. At Scale-up Denmark's hubs, participating enterprises get access to an intensive 3 to 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.

Success factors: The format is based on a solid financial framework, which is guaranteed by the Danish regions and the Danish Business Authority and on a good cooperation across regional borders, which also ensure a professional coordination and a critical mass of high growth potential companies. They keep the participation level high, it is important that the format insists on excellence, i.e. involves only those companies that actually have a significant growth potential. Furthermore, to keep the public sector as stable basis with reputation involved, it is important to limit the risk on this side via a contribution (co-financing) from the private sector, which also assures a high level of commitment on the companies' side.

2.3. Transnational delegation trips

2.3.1. EmplInno Offshore Wind Study Visit to Esbjerg

Description: The concept for the offshore wind study visit was developed by the partner consortium of the EmplInno project and successfully tested with delegates from Satakunta region (Finland), Riga (Latvia) and Rostock (Germany) in May 2018, which included companies, mainly SMEs, and port representatives as well as representatives of major business networks. Out of an analysis of the delegates' expectations and needs, the main fields of interest of the study trip were identified in advance. The questions "How has Esbjerg developed into a hub for offshore wind in the North Sea? How is the innovation eco-system around Offshoreenergy.dk organised? And what kind of public support is offered to the offshore energy industry in Esbjerg?" were in the focus of the study trip. The German delegation with the participation from Rostock Business, Wind Energy Network and a number of companies were especially interested in the Esbjerg's transition from being Denmark's fisheries port number one, over tapping into offshore oil and gas industry in the early 1970s, where the first oil was drilled by Dan-field in the North Sea, to becoming an offshore energy metropolis from 2002, where the first large scale offshore wind park Horns Rev I was put in place in the North Sea. Ever since Esbjerg has been European leader in handling and shipping offshore wind turbines.

The event included guided tours and meetings with political representatives of the region as well as meetings with local SME and local representatives of larger companies, among them Vattenfall Renewables Wind, Atkins Company, Ocean Team Group and Blue Water Shipping, discussing, among others, information on what demands and expectations the company holds towards suppliers involved into their wind farm projects.

Objectives and results: The study trip aimed at business development and port development knowledge transfer and matchmaking between companies from different BSR countries. It enabled the participants to make optimum use of Esbjerg's vast experience in the OWE sector and to identify, what good conditions for companies are and what cooperation structures among the different actors in the value chain help to make the local and regional industry innovative and robust.

Success factors:

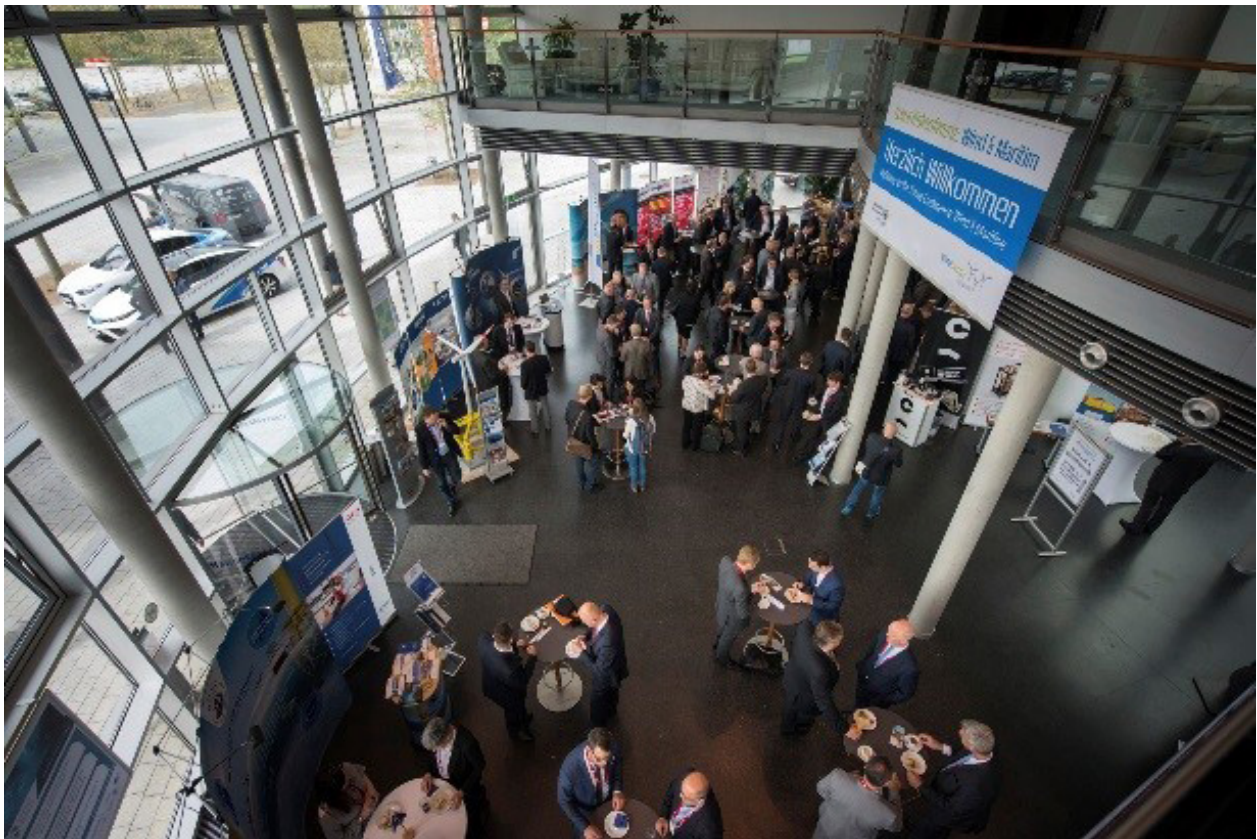
- Identification of a destination that is exemplary for related developments in other BSR countries ("best practice place")
- Concentration on one specific industry sector to allow a high efficiency of the information transfer
- Composition of multinational delegation teams that allow additional matchmaking within the study trip delegation
- Identification of the topics of particular interest and most relevant questions already in the preparation stage
- Involvement of local VIPs and practitioners as well as larger companies and experienced SME into the format

Transferability: In case of format transfer to other places, it is important to keep up the focusing on one specific industry sector, the further specification tailored to the participant interests and the multinational structure of the delegation as these are the factors that ensure a high attractiveness of the offers as well as a recognizable added value for all participants.

2.3.2. Transnational delegation trip to the "Wind & Maritime" in Rostock

Description of the event: Over the last decade, the "Future Conference: Wind & Maritime" has been established as the top conference in North and Eastern Germany that connects wind energy and maritime industry, with the OWE sector as field that interlinks both fields being one of the focuses. The conference aims at identifying market and technology trends in the sectors onshore and offshore wind energy, maritime industry and marine technology. The main target group is SME from the renewable and maritime sector, ranging from start-up to global player. Every year, 2000 to 3000 institutions from all over Europe are contacted to join this event and between 200 and 300 representatives follow the invitation to Rostock (among them about 15 SME with own booths). These are mainly SMEs from the maritime and renewable energy sector, but also market development, economy, regulation and legal experts and representatives of regional and national politics. Several formats such as the conference reception in the evening of the first day offer an excellent networking and matchmaking opportunity.

Description of the delegation trip: In 2017, the conference which has developed into a solid network cornerstone of the maritime business community was used for testing a good practice in the EmplInno project:



In cooperation with the Finnish partner Prizztech, a delegation trip of 3 institutions from Finland was arranged – 1 harbour, 1 network and 1 welding company. The participation of these institution's representatives was motivated by the fact that the Wind & Maritime was identified as excellent opportunity to get relevant information, make suitable contact and get acquainted with latest technology and sector trends in a time efficient way. The main convincing argument for the delegation members was an interesting keynote speaker on the conference and pre-arranged face-to-face meeting with major companies. The participants contributed to the event with an own input on latest technology developments, thus contributing to one of the key issues of Mecklenburg-Vorpommern's RIS3 strategy: the strengthening of mechanical engineering, plant construction and maritime economy and enhancing its integration into the international market.

Objectives and results: Overall objective of the event is to enable international matchmaking between two highly relevant business sectors, on the local and regional, but also on the international level. During the 2018 event, it was 200 SMEs from the renewable and maritime sector which got involved into the format, among them German SMEs as well as those from Denmark and Finland. The reputation of being North Germany's most important sector events was important

to attract them and allowed to create the chance for tailor-made business matchmaking between SMEs and companies from Finland and Germany out of the EmplInno cooperation. Within the course of this, latest technology know-how from Finland was provided to SMEs from Germany and other European countries.

Success factors: The success of the format is based on the high reputation of the overall event which is combined with the tailor-made cooperation establishment enabled by target-oriented organisation and very needs-oriented implementation. The cross-sectoral approach creates a highly appreciated added value for both, the renewable and the maritime sector and, along with this, a new level of technology transfer.

Transferability: A transfer of the format seems to be recommendable where an event of similar relevance and with a competitive approach (e.g. as interdisciplinary as here) can be used as background and ensures a 'tangible' added value for representatives from a certain sector – as such and via the combination with a cross-border approach and a tailor-made and needs-oriented setup of the format itself.

Synergy and Empowerment Concept

Based on good practices shared and implemented in
the Interreg BSR project EmplInno

Maritime Industries