1. Identification

Call	Date of submission
C1	26/04/2022

1.1. Full name of the project

Foresight Intuitive and Resilient Enterprises

46 / 250 characters

1.2. Short name of the project

FIRE UP

7 / 20 characters

1.3. Programme priority

1. Innovative societies

1.4. Programme objective

1.1 Resilient economies and communities

1.6. Project duration

Contracting start	22/09/2022	**Contracting end**	31/12/2022
Implementation start	01/01/2023	**Implementation end**	31/12/2025
		Duration of implementation phase (months)	36
Closure start	01/01/2026	**Closure end**	31/03/2026

1.7. Project summary

Lack of foresight and long range strategic planning is identified as a key factor affecting enterprises and regional economies that are vulnerable to critical uncertainties and sudden unexpected crisis. To become more resilient, FIRE UP project seeks to explore trans-regional capacity building through intuitive foresight to better deal with potential future threats. Specifically it is the trans-regional opportunities and risks that are explored for adaptive learning and to diversify the ways in which enterprises and their regions to prosper in difficult times as well as good. Along with adapting to crises there is also the great need for a transition of economies toward green and digital solutions, or Industry 5.0. This offers both additional potential sustainable solutions as well as new risks. Following a foresight process to identify these characteristics and identify adaptive learnings, with local vulnerabilities, and how well SME's & regions are impacted or can innovate in crises. In order for regions to better navigate, experiment and radically transform their economies. The outcome of new knowledge, futures narratives though scenarios gained from this participatory process allow for vital discussions and decision-making for these regions and their enterprises, that better embrace uncertainty, building upon local innovativeness and trans regional learning across sectors for greater preparedness and adaptability. BSR offer an opportunity to build its own resilience

1,498 / 1,500 characters

1.8. Summary of the partnership

To explore this need for a transition to a sustainable future and to develop a trans-regional foresight capacity for resilience; partners in Lithuania, Poland, Estonia, and Finland collaborate to identify the multiple sectors and industry challenges and the potential multiple crises they face and will face. The University of Turku, FFRC offers the futures research and foresight expertise from its Futures Distillery programme, alongside industry experts in Lithuania, Poland, and Finland, act close to dynamic SME's, and supported by the strategic business and sectoral knowledge of academic units by Estonian Business School, Finland Futures Research Centre, to identify crises and have situational awareness.

Diverse sectors like manufacture and food production (Lithuania, Poland) maritime and hospitality leisure industries (Finland, Estonia) and service (Sweden), have very specific threats, unique to their regions, others are more general for our planet - like climate change. But by examining the ways in which they have been resilient and innovative, as well as the new emerging directions for their futures, a capacity to consider wider. The EU Baltic strategy suggests Developing a strong and vibrant economic base & Building a climate-neutral, green, fair and social Europe. that we find very relevant for our work. We approach this by using foresight and utilising scenarios built in a participatory trans-regional manner to identify relevant and evocative diverse futures. As sectors and economies might seem closed in crisis, it is vital to form capacity to keep them open. Diverse futures require diverse actors accross diverse industries to generate new resilience adaptive learning for the uncertainties that may come. Our partnership reflects the diversity of our regions, but also unites our common interest toward sustainable and equal futures for all.

Our partners have excellent experience with EU funded projects. UTU for example has had numerous horizon projects and Academy of Finland strategic funding, as well as small regionally funded foresight initiatives over the past 25 years. Our partnership is divided by Academic and Business Consultant focused members, UTU take responsibility for initiating the foresight process (via scenario building), however this requires full participation and co-designing of activities with all members. Regional governing stakeholders will be brought in accordingly.

The outcome is establish a better level of regional foresight capacity, and new innovative local approaches to business and service production, as well as situational awareness to better position in the face of adversity. With this groundwork to move confidently to the futures we need to transition to, while wary of those that are more challenging.

2,801 / 3,000 characters

1.11. Project Budget Summary

Financial resources [in EUR]		Preparation costs	Planned project budget
ERDF	ERDF co-financing	0.00	1,444,672.00
	Own contribution ERDF	0.00	361,168.00
	ERDF budget	0.00	1,805,840.00
NO	NO co-financing	0.00	0.00
	Own contribution NO	0.00	0.00
	NO budget	0.00	0.00
NDICI	NDICI co-financing	0.00	0.00
	Own contribution NDICI	0.00	0.00
	NDICI budget	0.00	0.00
RU	RU co-financing	0.00	0.00
	Own contribution RU	0.00	0.00
	RU budget	0.00	0.00
TOTAL	**Total Programme co-financing**	0.00	1,444,672.00
	Total own contribution	0.00	361,168.00
	Total budget	0.00	1,805,840.00

2. Partnership

2.1. Overview: Project Partnership

2.1.1 Project Partners

No.	LP/PP	Organisation (English)	Organisation (Original)	Country	Type of partner	Legal status	Partner budget in the project	Active/inactive Status	from
1	LP	University of Turku	Turun Yliopisto	FI	Higher education and research institution	a)	737,764.00 €	Active	22/09/2022
2	PP	Mazovia Development Agency Plc	Agencja Rozwoju Mazowsza S.A.	PL	Sectoral agency	a)	311,798.00 €	Active	22/09/2022
3	PP	Lithuanian Innovation Centre	Lietuvos inovacijų centras	LT	Business support organisation	a)	242,364.00 €	Active	22/09/2022
4	PP	Estonian Business School Foundation	Sihtasutus Estonian Business School	EE	Higher education and research institution	b)	306,798.00 €	Active	22/09/2022
5	PP	Turku Science Park Oy	Turku Science Park Oy Ab	FI	Business support organisation	a)	207,116.00 €	Active	22/09/2022

2.1.2 Associated Organisations

No associated organisations found

2.2 Project Partner Details - Partner 1

LP/PP Lead Partner

Partner Status Active

Active from	22/09/2022	**Inactive from**	

Partner name:

Organisation in original language Turun Yliopisto

15 / 250 characters

Organisation in English University of Turku

19 / 250 characters

Department in original language Tulevaisuuden Tutkimuskeskus

29 / 250 characters

Department in English Finland Futures Research Centre

31 / 250 characters

Partner location and website:

Address Yliopistonmäki

14 / 250 characters

Country Finland

Postal Code 20014

5 / 250 characters

NUTS1 code Manner-Suomi

Town Turku

5 / 250 characters

NUTS2 code Etelä-Suomi

Website www.utu.fi

10 / 100 characters

NUTS3 code Varsinais-Suomi

Partner ID:

Organisation ID type

Business Identity Code (Y-tunnus)

Organisation ID

0245896-3

VAT Number Format

FI + 8 digits

VAT Number

N/A ☐ FI02458963

10 / 50 characters

PIC

999903064

9 / 9 characters

Partner type:

Legal status

a) Public

Type of partner

Higher education and research instituti | University faculty, college, research institution, RTD facility, research cluster, etc.

Sector (NACE)

85.42 - Tertiary education

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?

No

Financial data	**Reference period**	01/01/2021	_	31/12/2021

Staff headcount [in annual work units (AWU)]		3,313.6
Employees [in AWU]		3,313.6
Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]		0.0
Owner-managers [in AWU]		0.0
Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]		0.0
Annual turnover [in EUR]		280,699,484.77
Annual balance sheet total [in EUR]		365,937,487.06
Operating profit [in EUR]		-3,932,444.08

Role of the partner organisation in this project:

Administrative duties, main role to provide foresight methodologies and support

80 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

○ Yes ○ No

State aid relevance

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MA/JS for a plausibility check on the State aid relevance. Does the partner want to do this?

○ Yes ○ No

2.2 Project Partner Details - Partner 2

LP/PP

Project Partner

Partner Status

Active

Active from	22/09/2022	**Inactive from**	

Interreg
Baltic Sea Region

Project Acronym: FIRE UP
Submission Date : 26/04/2022 13:46:56
Project Number:
Project Version Number: 1

Partner name:

Organisation in original language	Agencja Rozwoju Mazowsza S.A.
	29 / 250 characters
Organisation in English	Mazovia Development Agency Plc
	30 / 250 characters
Department in original language	Centrum Obsługi Inwestora i Eksportera
	38 / 250 characters
Department in English	Investor and Exporter Service Centre
	36 / 250 characters

Partner location and website:

Address	Świętojerska 9	**Country**	Poland
	14 / 250 characters		
Postal Code	00-236	**NUTS1 code**	Makroregion województwo mazowieckie
	6 / 250 characters		
Town	Warsaw	**NUTS2 code**	Warszawski stołeczny
	6 / 250 characters		
Website	www.armsa.pl	**NUTS3 code**	Miasto Warszawa
	12 / 100 characters		

Partner ID:

Organisation ID type	Tax identification number (NIP)
Organisation ID	5213374690
VAT Number Format	PL + 10 digits
VAT Number	N/A ☐ PL5213374690
	12 / 50 characters
PIC	950311038
	9 / 9 characters

Partner type:

Legal status	a) Public	
Type of partner	Sectoral agency	Local or regional development agency, environmental agency, energy agency, employment agency, etc.
Sector (NACE)	70.22 - Business and other management consultancy activities	

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?	No

Role of the partner organisation in this project:

Mazovia Development Agency Plc (MDA) is a sectoral agency,its mission is to create&support the socio-economic development of the Mazovia Region. In project MDA will use its closely cooperation with SMEs, local government, public institutions and BEI to build the group of stakeholders. Thanks to MDA's extensive experience in SMEs' support PP2 will build relations&networks with food sector SMEs, that will be used especially in WP3.
PP2 will be an active player in the organization of regional stakeholder group meetings, project&staff exchange activities, as well as knowledge exchange and sharing gained solutions. MDA will contribute to the transfer of solutions by engaging local stakeholders, as well to addapt them to the local character and the food sector needs.PP2 will be responsible for Communication and dissemination in the project and the activities related to it.

882 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

○ Yes ○ No

State aid relevance

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MA/JS for a plausibility check on the State aid relevance. Does the partner want to do this?

○ Yes ○ No

2.2 Project Partner Details - Partner 3

LP/PP	Project Partner
Partner Status	Active

	Active from	22/09/2022	**Inactive from**	

Partner name:

Organisation in original language	Lietuvos inovacijų centras

26 / 250 characters

Organisation in English	Lithuanian Innovation Centre

28 / 250 characters

Department in original language	Inovacijų analizės ir politikos departamentas

45 / 250 characters

Department in English	Innovation analysis and policy department

41 / 250 characters

Partner location and website:

Address	Mokslininkų st. 6A	**Country**	Lithuania

18 / 250 characters

Postal Code	LT-08412	**NUTS1 code**	Lietuva

9 / 250 characters

Town	Vilnius	**NUTS2 code**	Sostinės regionas

7 / 250 characters

Website	www.lic.lt	**NUTS3 code**	Vilniaus apskritis

11 / 100 characters

Partner ID:

Organisation ID type	Legal person's code (Juridinio asmens kodas)
Organisation ID	110066875
VAT Number Format	Please select
VAT Number	N/A ☑

0 / 50 characters

PIC	999456476

9 / 9 characters

Partner type:

Legal status	a) Public
Type of partner	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.

Sector (NACE)	70.22 - Business and other management consultancy activities

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?	No

Role of the partner organisation in this project:

Lithuanian Innovation Center (LIC) is FIRE UP project partner 3. PP3 is a business support organization with extensive experience in business consulting (innovation, digitisation and technology transfer) and innovation policy fields.

PP3 is the only partner from Lithuania, therefore it will be responsible for the implementation of all project WPs in the country. LIC will be an active player in the organization of regional stakeholder group meetings, staff exchange activities, as well as learning from it. PP3 is also going to engage in the organization of workshops and the elaboration of repots. In particular LIC will lead the WP2 and the activity 2.1 to test solutions, therefore partner will focus on the successful implementation of these activities. Last, PP3 will also contribute to the transfer of solutions by engaging local stakeholder and others potentially interested in the project results and provide support for the communication activities were the input will be needed.

993 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

○ Yes ○ No

2.2 Project Partner Details - Partner 4

LP/PP	Project Partner
Partner Status	Active
Active from	22/09/2022	**Inactive from**	

Partner name:

Organisation in original language	Sihtasutus Estonian Business School

35 / 250 characters

Organisation in English	Estonian Business School Foundation

35 / 250 characters

Department in original language	Teadus, arendus ja innovatsiooni osakond

40 / 250 characters

Department in English	Research, development and innovation department

47 / 250 characters

Partner location and website:

Address	Lauteri 3 *9 / 250 characters*	**Country**	Estonia
Postal Code	10114 *5 / 250 characters*	**NUTS1 code**	Eesti
Town	Tallinn *7 / 250 characters*	**NUTS2 code**	Eesti
Website	www.ebs.ee *10 / 100 characters*	**NUTS3 code**	Põhja-Eesti

Partner ID:

Organisation ID type	Registration code (Registrikood)
Organisation ID	90013934
VAT Number Format	EE + 9 digits
VAT Number	N/A ☐ EE102432330 *11 / 50 characters*
PIC	908611029 *9 / 9 characters*

Partner type:

Legal status	b) Private
Type of partner	Higher education and research instituti University faculty, college, research institution, RTD facility, research cluster, etc.
Sector (NACE)	85.42 - Tertiary education

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities? Yes

Financial data	Reference period	01/07/2021 — 30/06/2022
	Staff headcount [in annual work units (AWU)]	94.0
	Employees [in AWU]	93.0
	Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]	0.0
	Owner-managers [in AWU]	1.0
	Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]	0.0
	Annual turnover [in EUR]	6,420,657.00
	Annual balance sheet total [in EUR]	3,823,673.00
	Operating profit [in EUR]	-541,756.00

Role of the partner organisation in this project:

Involvement in all WPs, including scenario design, workshops and data collection, piloting and validation, transfer and dissemination.

134 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Interreg
Baltic Sea Region

Project Acronym: FIRE UP
Submission Date : 26/04/2022 13:46:56
Project Number:
Project Version Number: 1

○ Yes ○ No

State aid relevance

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MA/JS for a plausibility check on the State aid relevance. Does the partner want to do this?

○ Yes ○ No

2.2 Project Partner Details - Partner 5

LP/PP	Project Partner
Partner Status	Active

	Active from	22/09/2022	**Inactive from**	

Partner name:

Organisation in original language	Turku Science Park Oy Ab
	24 / 250 characters
Organisation in English	Turku Science Park Oy
	21 / 250 characters
Department in original language	Tech Turku
	10 / 250 characters
Department in English	Tech Turku
	10 / 250 characters

Partner location and website:

Address	Joukahaisenkatu 3-5A	**Country**	Finland
	20 / 250 characters		
Postal Code	20520	**NUTS1 code**	Manner-Suomi
	5 / 250 characters		
Town	Turku	**NUTS2 code**	Etelä-Suomi
	5 / 250 characters		
Website	www.turkubusinessregion.com	**NUTS3 code**	Varsinais-Suomi
	27 / 100 characters		

Partner ID:

Organisation ID type	Business Identity Code (Y-tunnus)
Organisation ID	2322323-1
VAT Number Format	FI + 8 digits
VAT Number	**N/A** ☐ FI23223231
	10 / 50 characters
PIC	950541316
	9 / 9 characters

Partner type:

Legal status	a) Public	
Type of partner	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.

Sector (NACE)	74.90 - Other professional, scientific and technical activities n.e.c.

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?

Yes

Role of the partner organisation in this project:

Turku Science Park Ltd (TScP) is an independent and impartial expert company which has promoted the business operations of SMEs based on leading knowhow for more than 30 years. Business with a high level of expertise requires close cooperation between all triple-helix actors; the universities, enterprises and the public sector. The major owner of Turku Science Park Ltd is the City of Turku and the organisation acts as a strategic partner of universities and enterprises aiming for growth.
In this project TScP will participate into WP1 by providing expertise from business advisory services and engaging with companies from the region. In WP2 TScP will ensure that relevant companies and stakeholders from the region are involved.

771 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

◉ Yes ○ No

3. Relevance

3.1 Context and challenge

Businesses are particularly vulnerable actors when it comes to external shocks. Business processes have become increasingly complex in recent years, as they involve different activities and players. Complex business structures and activities were designed for efficiency, cost, and proximity to markets, however, at the cost of resilience.

Recent events show that businesses are not resilient enough for rapid disruptions. eg, COVID-19 and its side effects had negative impacts on business activities, which ultimately halted regional economic growth. According to Eurostat, the economies of both Poland & Finland declined by around 2.5 %, Estonia by 2.7 % while the growth in Lithuania slowed down sharply.

Businesses in the BSR region are not future ready, as they do not engage in future risk management activities. According to Deloitte, only 49 % of business representatives say their companies engage in monitoring or internal communications to detect trouble ahead, and only 49 % say their companies have playbooks for likely crisis scenarios. 32 % say their companies engage in crisis simulations or training. A study by Röhrbeck saw that business that do foresight are vastly more profitable.

A shift towards Industry 5.0 with a focus on sustainability, digitisation and human involvement will be one of the major opportunities and threats for companies, therefore there is a need explore potential future developments in this sphere. This trend may lead to many different developments in the future, with different outcomes and impacts on businesses. By applying various methods to anticipate potential futures on this topic, businesses can manage potential disruptions in advance in order to sustain and diversify business development, employment and economic growth. However, there is a gap between industrial development and business foresight, therefore there is a need for a public intervention and support for companies to make them more resilient in this regard.

1,998 / 2,000 characters

3.2 Transnational value of the project

To a varying degree, businesses in the BSR have not been able to avoid various disruptions to their business activities. When it comes to business resilience, different countries face a variety of challenges unique to them, & this is determined by the different economic structures, dependencies on export or import, competencies, innovation ecosystems etc. Structural resilience in the BSR can only be tackled with the transnational sharing of best practices and knowledge. The multinational consortium allows bringing different competencies and knowledge into one single resilience hub.

Business resilience can be created by applying strategic foresight tools & methods. Specifically, these competencies are held by the Finland Futures Research Centre & with Estonian Business School Foundation, while there is very limited foresight capacity in other participating regions. On the other hand, at the EU level, there is a clear shift towards Industry 5.0 and related developments in the fields of digitisation, green economy & human centricity. As there is a need to have expertise in innovation, digitisation & sustainable development, business consultancy agencies such as the Lithuanian innovation centre, Mazovia Development Agency, Turku Science Park can bring them as they directly work in these fields by consulting businesses.

The project's intentions to promote businesses' risk management activities in the BSR region & help them to prepare for the developments of Industry 5.0 required joining forces around the BSR, as they can be hardly achievable through limited national initiatives and competencies. The best possible results can only be achieved if solutions will be developed & tested in different settings and environments. Therefore, FIRE UP involves geographically & structurally diverse regions of different economic development levels. Also, the project involves different partners with different competencies which, when put together, can achieve the goal of the project.

1,999 / 2,000 characters

3.3 Target groups

Target group	Sector and geographical coverage	Its role and needs	
Small and medium enterprise	The main target group of the project will be small and medium-sized enterprises. The project will target: in Lithuania manufacturing SMEs sector based in Panevėžys region, which is one of the largest industrial centres in the country, in Poland food production sector based in Mazovia Region, in Finland and Estonia maritime and service hospitality-leisure industries. 369 / 500 characters	Businesses, and in particular SMEs, are key players in fostering innovation and growth in the regions. At the same time, they are highly vulnerable actors when unexpected shocks occur, as most companies simply do not engage in future risk management activities. As a result, the majority of SMEs fail to identify and prepare for potential challenges, putting themselves and regional development in danger. Industry 5.0 is a new trend whose biggest impact will only be felt in the future. To make this industrial shift an opportunity for businesses rather than a challenge, foresight have to be applied in business planning processes. SMEs lack internal capacities and resources to engage in this process, therefore they need external support from different organizations. By assessing possible future scenarios and the level of business readiness, it is important to encourage and facilitate their preparation for the future by changing business KPIs and activities based on the results obtained. 997 / 1,000 characters	

Target group	Sector and geographical coverage	Its role and needs	
Business support organisation	Business support organizations will also be one of the target groups, as they are responsible for business consultations activities. Specifically, it will be important to focus on business consultants who work directly with companies and provide them with a range of support. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 387 / 500 characters	Business support organizations serve local businesses and support their growth and success. In particular, these organizations can offer well-timed, context-specific and trusted solutions in order to foster business growth. When the crisis hits, business support organizations provide information and advice on various topics, such as financing or export. Yet, the majority of business support organizations' activities are reactionary in nature instead of future-oriented. Resilience building requires not only support in times of crisis but also a prior action that would allow businesses to be ready in advance. In this context, business support organizations will be involved in the project activities with the goal to gain new knowledge and insights about the foresight principles and methods, that later on could be applied in the business consultations processes. Currently, these capacities are quite limited, therefore businesses do not get enough support. 966 / 1,000 characters	
Regional public authority	Regional public authorities are responsible for formulating and implementing public policies to promote business resilience and regional growth. For this reason, the target group of the project will be representatives who are directly involved in the development of the business environment, industrial and digitalisation policies. The target groups should be from all regions involved in the project. 401 / 500 characters	Although business resilience is one of the top policy priorities in the EU and there is clear evidence to support its growth among local SMEs, regional public authorities lack theoretical and practical knowledge about it. Also, foresight-based policy-making processes and the creation of future based policy instruments are also highly encouraged at the EU level, yet most regional policymakers are not familiar with such policy-making principles. Business resilience requires a favourable business environment together with attractive support instruments. Upcoming Industry 5.0 also presents new challenges for the policymakers as they have to prepare for it in advance. In this context, regional policy-makers have to be involved in the project activities and presented with the insights and data gained during the project activities, so they would be better informed about the business needs and would have more capacities to create suitable incentives for businesses to prepare for Industry 5.0. 1,000 / 1,000 characters	

Target group	Sector and geographical coverage	Its role and needs	
Higher education and research instituti	Higher education and research institutions from all PP regions will be involved. The nature of the project requires all regions to adapt the solutions developed in WP1. These institutions will be present at all stages of the project implementation, so as to provide substantive support for the implementation of the project. 324 / 500 characters	The development of knowlege to match the regional needs alongside the emergence of new future risks, markets and crisis is greatly needed and of value. The theory and practice on these multidisciplinary topics are only now being combined, and not often in the trans-local context of the BSR. The academic side supports others, but it also improves upon the diverse range of sustainable orineted science still evolving. Futures Studies is often at the combination of these discipliners, an area that is still very novel. 519 / 1,000 characters	
Sectoral agency	Sectoral agencies are also one of the target groups, as they have wide experience in the field of the regional development and capacity building, regional policy making, business environment creation, business support activities and services for SMEs. Specifically, it will be important to focus on sectoral agencies which are working with SMEs from sectors specified in the project. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 496 / 500 characters	Sectoral agencies serve local businesses and support their growth and success. Their mission includes creating and supporting socio-economic development as well as business environment creation, building business support activities and services for SMEs. Services are often built to fill the competence gap of SMEs or to respond to a crisis. In addition, activities are implemented to implement local/regional strategies. Yet, most activities of sectoral are reactive rather than future-oriented. Building resilience requires not only support in times of crisis, but also prior actions that would allow businesses to prepare in advance. In this context, sectoral agencies will be involved in project activities to gain new knowledge and insights on forecasting principles and methods that can later be applied to business consultation processes. Currently, these capacities are quite limited and therefore businesses do not receive sufficient support. 952 / 1,000 characters	

3.4 Project objective

Your project objective should contribute to:

Resilient economies and communities

Business resilience is developed in response to two important factors, that are important for the BSR, namely business foresight capacities and the development of Industry 5.0. Business foresight capabilities can be improved by exploring various tools and methods that can be transferred to them by various intermediaries, specifically business support organizations and higher education institutions. Industry 5.0 should be tackled by the SMEs with help of foresight actions which allow businesses to change their business models and adapt their operational KPIs.

The overall objective of the project is to increase regional economic development through the strengthening of business resilience by filling the gap between business foresight activities and the developments in Industry 5.0. This will be done by piloting developed Future scenarios together with selected SMEs, evaluating these futures and transferring them to a broader context.

To achieve the overall objective the following sub-objectives are addressed:

• Local SMEs will be evaluated in the context of future-readiness by implementing Delphi style questioners
• Local SMEs will be involved in the workshops and other activities to understand their needs and improve the design of the foresight workaround scenario building
• Based on the results, scenarios for the future will be developed as a pilot as tested by business support organizations together with their selected target groups;
• Tested future scenarios will be improved with the help of feedback and the Future Scenarios for Businesses will be created;
• FInal Future Scenarios for Businesses will be transferred to a broader spectrum of users, including business support organizations, regional public authorities, universities and others.

1,777 / 2,000 characters

3.5 Project's contribution to the EU Strategy for the Baltic Sea Region

Please indicate whether your project contributes to the implementation of the Action Plan of the EU Strategy for the Baltic Sea Region (EUSBSR).

⦿ Yes ○ No

Please select which Policy Area of the EUSBSR your project contributes to most.

PA Innovation

Please list the action of this Policy Area that your project contributes to and explain how.

FIRE UP is consistent with the Objective "Increase prosperity" Policy area "Innovation", which is dedicated to promotes a globally competitive position within innovation for sustainable economic growth in the BSR, and provides a strong platform for an enhanced macroregional collaborative ecosystem for innovation, research, SMEs and digitalisation.

Business risk management in relation to foresight activities has a great connection with digital innovations. On the one hand, digital innovations can improve business resilience in advance, as the companies with more innovation and digitisation activities are more future-ready. On the other hand, shifts towards Industry 5.0 pose new risks and opportunities for companies, therefore foresight will provide support, tools and methods to assess the business level of resilience, including digital readiness. According to this, companies will be able to adjust their KPIs and prepare risk response strategies and actions, based on the take-up of digital technologies.

Taking this into account, action within the FIRE UP project will promote knowledge sharing and institutional capacity building between different institutions in the fields of foresight and Industry 5.0. This later on will be transferred to businesses in order to increase their resilience through innovation and digitisation activities. It in turn will strengthen the general conditions for the growth of SMEs in the BSR, particularly in more vulnerable regions.

1,484 / 1,500 characters

If applicable, please describe which other Policy Areas of the EUSBSR your project contributes to and how.

n/a

3 / 1,500 characters

3.6 Other political and strategic background of the project

Strategic documents

FIRE UP is in line with the European Industrial strategy. This strategy highlights the EU's overarching ambitions for the transition toward climate neutrality and digital leadership, together with the resilience to external shocks. FIRE UP will address these ambitions by focusing on the developments in the field of Industry 5.0. Within the project, businesses can expect support in this field, by gaining insights and consultations on how to better prepare for it.

466 / 500 characters

FIRE UP contributes to the implementation of the EU Strategic foresight policy. To support the transitions to a green, digital and resilient Europe, the Commission is strengthening its culture of preparedness and evidence-based anticipatory policy-making. FIRE UP will contribute to the EU-level objectives, as it will be based on the foresight activities in order to ensure that short-term business activities in the participating regions are coherent with the long-term developments.

486 / 500 characters

The project is in line with the EU Recovery and Resilience Facility. The aim of this plan is to mitigate the economic and social impact of the pandemic and make EU economies and societies more sustainable, resilient and better prepared for the challenges and opportunities of the twin transition. FIRE UP is in line with these topics, as it will be dedicated to impact businesses and business support ecosystems in the field of foresight related to digitisation and green transformation.

487 / 500 characters

3.7 Seed money support

Please indicate whether your project is based on a seed money project implemented in the Interreg Baltic Sea Region Programme 2014-2020.

○ Yes ◉ No

3.8 Other projects: use of results and planned cooperation

Full name of the project	Funding Source	Use of the project outcomes and/or planned cooperation
Building Regional Resilience to Industrial Structural Change (FOUNDATION) 73 / 200 characters	European regional development fund 34 / 200 characters	The objective of the FOUNDATION is to build regional resilience to industrial structural change through the development of policies and measures which act as the foundation underpinning a strong regional strategic entrepreneurial discovery process and associated support system. While the project focused mainly on regional resilience and its building, it was noted that this cannot be achieved without resilient private businesses, which drive economic growth, jobs, innovation, etc. The exchange of experiences between various stakeholders and analytical activities carried out in the countries involved in this project, including Lithuania, Poland and Finland showed that businesses from various sectors do not focus on the future developments and do not prepare for them. These findings serve as a basis for the FIRE UP project, which will try to provide businesses and business support ecosystem with the foresight tools and methods to be ready for the digital and green transformation. 993 / 1,000 characters
Enhance the Competitiveness and Sustainability of European SMEs through succession procedures and models (SUCCESS ROAD) 119 / 200 characters	Interreg Europe 15 / 200 characters	The aim of the project is to implement new tools to increase the effectiveness of succession, so that SMEs can better cope with the transition phase and secure their future after a change of ownership and thus strengthen their sustainability and profitability. Conclusions of the project have shown a lack of understanding of the succession process by SMEs themselves and a lack of familiarity with the methods of proceeding. It has also shown a low awareness of business owners of the need for succession, which is a kind of short-sightedness and inability to predict the future. The practices developed in the project are aimed at educating SMEs and supporting them in areas related to planning and building company and successor strategies. Such foresighted actions "in advance" increase company's resilience and enable it to survive after a change of ownership. These actions are fitting in FIRE UP project idea how to built resilience among family SMEs. 958 / 1,000 characters

3.10 Horizontal principles

Horizontal principles	Projects's direct impact
Sustainable development	positive
Non-discrimination including accessibility	neutral
Equality between men and women	neutral

4. Management

Allocated budget
10%

4.1 Project management

☑ **Please confirm that the lead partner and all project partners will comply with the rules for the project management as described in the Programme Manual.**

If relevant, please indicate any other important aspects of the project management, e.g. external entity supporting the lead partner in the management of the project, advisory board, steering committee, any other relevant working groups, etc.

The project management, day-to-day activities and administration are all done internally. At the start of the project, all partners agree on and sign a partnership agreement. Project management will be ensured by management activities carried out by individual partners and the interregional steering committee (ISC). The project will organize regular ISC meetings to evaluate the progress of the project, deliverables, troubleshooting, and improvement recommendations, reporting and finances.

493 / 500 characters

4.2 Project financial management

☑ **Please confirm that the lead partner and all project partners will comply with the rules for the financial management and control as described in the Programme Manual.**

If relevant, please indicate any other important aspects of the financial management, e.g. external entity supporting the lead partner, positions planned for financial management, involvement of special financial experts (e.g. for public procurement), etc.

The financial management of FIRE UP is organized internally. All project partners assign employee responsible to carry out financial management. The financial management will be coordinated by the lead partner's project coordinator in cooperation with the accounting department and EU project department of the lead partner. Auditing is done by certified first level controllers. Public procurements are implemented with the help of partners' procurement/legal departments.

473 / 500 characters

4.3 Input to Programme communication

☑ **Please confirm that you are aware of the obligatory inputs to Programme communication that must be submitted along the pre-defined progress reports, as described in the Programme Manual.**

If relevant, please describe other important aspects of project communication that you plan to introduce, e.g. a communication plan, opening and closing events, social media channel(s) etc.

PPs will prepare a communication plan during the first 3 months of the project to describe communication principles and goals. Social media accounts will be created to share project related news, activities and outputs. During the project, PPs will prepare 3 newsletters relate to different work packages to present project results. They will be disseminated by all partners. To track all communication, activities, a document will be created to collect appearances on media and other channels.

495 / 500 characters

4.4 Cooperation criteria

Please select the cooperation criteria that apply to your project. In your project you need to apply <u>at least three</u> cooperation criteria. Joint development and joint implementation are the obligatory ones you need to fulfill in your project.

Cooperation criteria

Joint Development	☑
Joint Implementation	☑
Joint Staffing	☑
Joint Financing	☑

5. Work Plan

Number	Work Package Name
1	WP1 Preparing solutions

	Number	Group of Activity Name
	1.1	Analysis and traning
	1.2	Design of workshops and scenario planning design
	1.3	Desinging the FIRE UP Scenarios

Number	Work Package Name
2	WP2 Piloting and evaluating solutions

	Number	Group of Activity Name
	2.1	Implementation of the Pilot
	2.2	Reporting on the Pilot

Number	Work Package Name
3	WP3 Transferring solutions

	Number	Group of Activity Name
	3.1	Transfer of solutions
	3.2	Final conference preparation and implementation
	3.3	Communication & dissemination

Work plan overview

	Period: 1	2	3	4	5	6	Leader
WP.1: WP1 Preparing solutions							**PP1**
A.1.1: Analysis and traning							PP1
D.1.1: Analysis and Training: Delphi Style Questionnare and Staff exchange	D	D					
A.1.2: Design of workshops and scenario planning design							PP1
D.1.2: FIRE UP Workshop and scenario design		D					
A.1.3: Desinging the FIRE UP Scenarios							PP1
D.1.3: FIRE UP Trans-regional Resilience Scenarios		D	D				
WP.2: WP2 Piloting and evaluating solutions							**PP3**
A.2.1: Implementation of the Pilot							PP3
D.2.1: Piloting resilience scenarios			D				
A.2.2: Reporting on the Pilot							PP4
D.2.2: Pilot improvement				D			
WP.3: WP3 Transferring solutions							**PP5**
A.3.1: Transfer of solutions							PP5
D.3.1: Transfer of solutions: outputs and deliverables			D	D	D		
A.3.2: Final conference preparation and implementation							PP5
D.3.2: Planning and implementation of the Final conference				D	D		
A.3.3: Communication & dissemination							PP2
D.3.3: Communication and dissemination results	D	D	D	D	D	D	

Outputs and deliverables overview

Code	Title	Description	Contribution to the output	Output/ deliverable contains an investment
D 1.1	Analysis and Training: Delphi Style Questionnare and Staff exchange	1. Kick of meeting 2. 3 planning sessions (online) to discuss and define Delphi style questionnare and its implementation in each region; 3. Delphi style questionnare implemented in 4 partners regions (a total of 140 respondents: 25 SMEs and 10 experts per region); (using Webropol service via UTU) 4. 4 regional analysis based on the results of Delphi style questionnare; 5. 1 final report summarising regional analysis 6. 1 Staff exchange programme - (Estonia)	A.1.1 Analysis and training	
D 1.2	FIRE UP Workshop and scenario design	1. 1 workshop per partner (4 in total); 2. 4 Regional reports based on the findings from each workshop in project partners regions; 3. 1 Joint report to summarise findings of the workshops in different regions 4. 1 Staff exchange programme Scenario workshops are codesigned and tested in different formats in different locations, some focusing on regionally important themes, others more general.	A.1.2. Design of workshops and scenario planning design	
D 1.3	FIRE UP Trans-regional Resilience Scenarios	Scenarios report and communication material (ebook, ppt, video). This activity will also include an online database of the collected material to be used in an online platform for future activities eg. workshops (hosted by UTU Futures Distillery). Scenarios reports genearlly offer around 4-5 narrative scenarios and supporting quantative and qualitative data, looking to the future toward 50 -75 years (eg. 2072). Database to be improved and be more broad as process moves forward engaging regional sustainability themes with green and digital transformation. The earlier Delphi style study results also provide a document on thier own right to be published as an academic article, and a public facing publication. Importantly scenario materials must be tied to participatory action, like workshop activities, so they may offer new questions rather than giving closed statements. The database of material and data collected during this process will be maintained and later considered how parts of these can be utilised by future actors or SME's as relevant packages.	A.1.4. Make the FIRE UP Scenarios	
D 2.1	Piloting resilience scenarios	1. I main launch event of the resilience scenarios with all members attending, (Lithuania Innovation centre) 2. 2 resilience scenario workshops in each region (8 in total) 3. 4 Regional stakeholder events held in order to promote and initially evaluate relevance and next steps.	Implementation of the pilot	
D 2.2	Pilot improvement	1. 4 regional stakeholder group meetings to gain the feedback from participants in the piloting activities under 2.1 2. 1 online project partner meetings (online) to share experiences and knowledge 3. 1 joint report of data, observations, and good practices identified from the pilots 4. Interegional study made by Polish, Lithuanian, Finnish parners - based on the sectors we selected sectors: provides a report . 5 Final 'transfer of solution' package, including all required dissemination material. improved foresight model, scenarios become more relevant and new continued applictions are identified	Reporting on the Pilot	
D 3.1	Transfer of solutions: outputs and deliverables	1. 4 regional/national transfer sessions; 2. Contribution and participation in 2 interregional and /or European-wide events;	A 3.1	
D 3.2	Planning and implementation of the Final conference	1. Plan of the final conference 2. Event of the final conference 3. Documentation material (presentations, discussion conclusions, etc..)	A. 3.2	
D 3.3	Communication and dissemination results	1. 1 Project communication team 2. 1 Communication and dissemination strategy 3. 1 Branding of the project (logo, presentation, text document templates) 4. 1 web site / web site location; option for interactions with the public are foreseen; linkages of the project web site to the partners' web sites. 5. 6 newsletters 6. 1 leaflet /flyer 7. At least 2 project updates presented in the project web site per semester (total 12) 8. 2 Participations with contributions in conferences organised by other projects 9. 1 Final conference communication support	A 1.1; A 1.2; A 1.3; A 2.1; A 2.2; A 3.1; A 3.2; A 3.3	

Work package 1

5.1 WP1 Preparing solutions

5.2 Aim of the work package

The aim of this work package is to prepare solutions to help address the identified challenge. You can either develop entirely new solutions or adapt existing solutions to the needs of your target groups. Prepare your solutions in a way that you can pilot them in Work Package 2. Consider how you involve your target groups in preparation of the solutions.
Organise your activities in up to five groups of activities to present the actions you plan to implement. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

Work package leader 1	PP 1 - University of Turku
Work package leader 2	PP 3 - Lithuanian Innovation Centre

5.4 Work package budget

Work package budget	35%

5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	**Small and medium enterprise** The main target group of the project will be small and medium-sized enterprises. The project will target: in Lithuania manufacturing SMEs sector based in Panevėžys region, which is one of the largest industrial centres in the country, in Poland food production sector based in Mazovia Region, in Finland and Estonia maritime and service hospitality-leisure industries. 369 / 500 characters	Intially a Delphi style questionnaire is designed & created to explore/evaluate how enterprises & regions have coped with recent crises, thier impacts, streangths & weaknesses that aid moving toward resilient futures. This basis will identify key themes in which to bring into the foresight proecess as well as identifying future needs. Enterprises will begin to go through the initial stages of the Futures Distillery process involving scenarios (eg workshop tasks to identify weak signals, signals of change, and identify alternative futures). The outcomesets up the prototyping stage (prototype radical resilient business models, solutions) and then test those by exploring black swans & wild cards. new concepts, solutions and critical areas that enterprises want to explore in their own contexts are collected and compared regionally. Key workshops and events will be created and collected into a set of scenarios to be used, repeated and tested through WP2. importance on workshop approach. 998 / 1,000 characters
2	**Business support organisation** Business support organizations will also be one of the target groups, as they are responsible for business consultations activities. Specifically, it will be important to focus on business consultants who work directly with companies and provide them with a range of support. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 387 / 500 characters	Capacity building through foresight activities. Training for all Business support members will be run in workshops that simulates the foresight process, and is co-designed to explore regional best practices and local specific innovativeness and culture. Reports and new methods are produced. The pilot involves exploring alternative futures via scenario building but importantly it also includes foresight training, where the scenarios are a mechanism for pushing for continued foresight work. Business Support organisations benefit in this regard, but it is implied that they would become trainers and innovators themselves via this process. Online international platforms and workshops as well as in person local events and forums streanthen this network. The Delphy style study will explore their resilience and future orientation. 839 / 1,000 characters
3	**Regional public authority** Regional public authorities are responsible for formulating and implementing public policies to promote business resilience and regional growth. For this reason, the target group of the project will be representatives who are directly involved in the development of the business environment, industrial and digitalisation policies. The target groups should be from all regions involved in the project. 401 / 500 characters	Key members will be identified, and will be invited to take part in the design of the delphi style questionnaire. Drivers of change will be identified via interviews as well as a way to evaluate their resilience. A forum event will be held to bring in key actors and to take part of the Futures Distillery format workshops. The needs for each region will be assessed and will inform the process culminating in policy reccomendations and the establishment of hubs (networks of key actors who continue this work) The Delphy style study will explore their resilience and future orientation. 589 / 1,000 characters
4	**Higher education and research institution** Higher education and research institutions from all PP regions will be involved. The nature of the project requires all regions to adapt the solutions developed in WP1. These institutions will be present at all stages of the project implementation, so as to provide substantive support for the implementation of the project. 324 / 500 characters	Identifying the knowledge base best suited for resilience in the regions will be collected in a literatue review. Collections of supporting material required on future developments as well as scenario material will be collected back-office to form workshop material. Wild Card and Black swan to new forms of business and lifestlyes will be included - following industry 5.0 logic promoting Digital and Green solutions. 420 / 1,000 characters

	Target group	How do you plan to reach out to and engage the target group?
5	**Sectoral agency** Sectoral agencies are also one of the target groups, as they have wide experience in the field of the regional development and capacity building, regional policy making, business environment creation, business support activities and services for SMEs. Specifically, it will be important to focus on sectoral agencies which are working with SMEs from sectors specified in the project. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 496 / 500 characters	Identify the specific needs of the regions will be identified in the delphi style study as well as workshop activities. Regional attitudes and assumptions about future threaats will build upon regional experiences. SME's and their ecosystems are closely defined in this manner. The Delphy style study will explore their resilience and future orientation. 356 / 1,000 characters

5.6 Activities, deliverables, outputs and timeline

No.	Name
1.1	**Analysis and traning**
1.2	**Design of workshops and scenario planning design**
1.3	**Desinging the FIRE UP Scenarios**

WP 1 Group of activities 1.1

5.6.1 Group of activities leader

Group of activities leader | PP 1 - University of Turku

A 1.1

5.6.2 Title of the group of activities

Analysis and traning

20 / 100 characters

5.6.3 Description of the group of activities

The objective of 1.1 is to kick of the project and start the implementation of project activities.

In the first semester of the project, the kick-off meeting will be organized by the lead partners. During the event, partnership agreement will be signed by all partners, after the sign of the subsidy contract. Following that, a Steering group committee consisting of all partners' representatives will be established in order to coordinate the consortium and make decisions regarding the project. During the meeting, partners discuss topics related to project management, responsibilities and duties regarding project activities, finances, communication & dissemination activities. All partners will participate in this meeting.

Preporation of questions on a survey platform, collection of experts (forming an expert matrix) including wider experts (eg. EC, OECD UNESCO), each partner regions invite key experts, SME's in each region are invited,.
Regional Analysis made this way, identify risks and types of crises, as well as regional qualities - 1. Design questionnare, 2. collection of experts 3.run the survey, 4. analysis , eg. target for each region 20 SME's plus
Survey will be implemented in period 1 and continue into period 2 for the analysis. Ready to be tested again for WP3 for a second round with the Green and Digital transition as the new frame to explore.

During the A 1.1, project partners will start competencies building activities by implementing Staff exchange programme. First, training in foresight, its main principles, methods and tools will be offered for partners hosted by Sihtasutus Estonian Business School (PP4) with the help and input from the Finland Future Research Centre (PP1). Partners' key staff will participate in order to provide handson experience, transfer of knowledge, skills & expertise in this field. Visiting partners will represent business support and sectorial agencies (PP2; PP3: PP5). Visiting PPs will dedicate at least 1 person, who will work normal day to day (3 working days) in the Host partner organization to gain knowledge in the field of foresight. After the programme, the visiting staff members will transfer the experience gained to other staff members in their organization and outside of it.

2,273 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable ☑

D 1.1

Title of the deliverable

Analysis and Training: Delphi Style Questionnare and Staff exchange

67 / 100 characters

Description of the deliverable

1. Kick of meeting
2. 3 planning sessions (online) to discuss and define Delphi style questionnare and its implementation in each region;
3. Delphi style questionnare implemented in 4 partners regions (a total of 140 respondents: 25 SMEs and 10 experts per region); (using Webropol service via UTU)
4. 4 regional analysis based on the results of Delphi style questionnare;
5. 1 final report summarising regional analysis
6. 1 Staff exchange programme - (Estonia)

466 / 2,000 characters

Which output does this deliverable contribute to?

A.1.1 Analysis and training

27 / 100 characters

5.6.6 Timeline

	Period:	1	2	3	4	5	6
WP.1: WP1 Preparing solutions							
A.1.1: Analysis and traning		■	■				
D.1.1: Analysis and Training: Delphi Style Questionnare and Staff exchange		■	■				

5.6.7 This deliverable/output contains productive or infrastructure investment ☐

WP 1 Group of activities 1.2

5.6.1 Group of activities leader

Group of activities leader	PP 1 - University of Turku

A 1.2

5.6.2 Title of the group of activities

Design of workshops and scenario planning design

<div align="right">48 / 100 characters</div>

5.6.3 Description of the group of activities

Use regional analysis to form objectives for scenarios.

Foresight training for partners based on Futures Distillery methods (in person members meeting, online continuous support, staff exchange) - learning about Industry 5.0, with cross semination of findings.

During the A 1.2, project partners will continue Staff exchange programme to continue competencies building. PPs representing business support organizations (PP3; PP5) with sectoral agencies (PP2) pool their experience and expertise in business support field to organize joint Staff exchange event which will be hosted by PP2. Training and activities will include topics such as business consultations, digitisation, green transformation, R&D&I. Visiting partners will represent higher education institutions (PP1; PP4), who will dedicate at least 1 person to work normal day to day (3 working days) in the Host partner organization in order to gain knowledge in described fields. After the programme, the visiting staff members will transfer the experience gained to other staff members in their organization and outside of it.

A core team will focus on improving the design of the foresight work around sceanrio building, to be implemented with SME's and stakeholders, gradually involving all. To an extent all members should be able to apply these methods in their regions themselves when needed at a future date (also beyond the projet). They will also contibute in this way to the focus and specific application of resilience. Existing good practice also finds home in this process as well as identifying new applications. The data will be gradually collected to be of use later. The specific 'how' what' 'why' to engage uncertainties will be refined in this process. Resililience in this way is redefined forming a crucial setting for framing specific problems.

The workshops will be developed online using a platform via the Futures Distillery at UTU, to create the most efficient and strategic methods to explore the resilience topic, while being mindful that this process also must add for all participants a transfer of foresight capacity (meaning how to utilise foresight in daily life and bring it into professional use). The challenge will be to identify the key issues for each area, threats that also are relevant for longer time frames and issues that can be examined in different ways for their resilience. eg. Impact/uncertainty matrix tools will be utilised to force new understanding of strategic threats, but also softer qualtitative understanding will be brought by observing novel concepts and solutions (things that are yet to be named). These can be playful, but provoke now thinking and action. A process like this would consider assumptions about futures, the weak signals of change, the potential alternatives and finally the actions and strategies we must take to create desirable and sustainable futures. Scenarios reflect this.

<div align="right">2,928 / 3,000 characters</div>

5.6.4 This group of activities leads to the development of a deliverable ☑

D 1.2

Title of the deliverable

FIRE UP Workshop and scenario design

<div align="right">36 / 100 characters</div>

Description of the deliverable

1. 1 workshop per partner (4 in total);
2. 4 Regional reports based on the findings from each workshop in project partners regions;
3. 1 Joint report to summarise findings of the workshops in different regions
4. 1 Staff exchange programme

Scenario workshops are codesigned and tested in different formats in different locations, some focusing on regionally important themes, others more general.

<div align="right">398 / 2,000 characters</div>

Which output does this deliverable contribute to?

A.1.2. Design of workshops and scenario planning design

<div align="right">55 / 100 characters</div>

5.6.6 Timeline

Period:	1	2	3	4	5	6
WP.1: WP1 Preparing solutions						
A.1.2: Design of workshops and scenario planning design		■				
D.1.2: FIRE UP Workshop and scenario design		■				

5.6.7 This deliverable/output contains productive or infrastructure investment ☐

WP 1 Group of activities 1.3

5.6.1 Group of activities leader

Group of activities leader PP 1 - University of Turku

A 1.3

5.6.2 Title of the group of activities

Desinging the FIRE UP Scenarios

33 / 100 characters

5.6.3 Description of the group of activities

First tentative Scenario narratives are created from the outcomes of the previous activities, ie. collected workshop results, academic research collection (literature search, collections of potential crises etc) and the delphi, analysied together with all partners. This material will be collected on an online platform, the data of which will be updated and used throughot the project. .

Foresight training for partners is given based around the newly designed FIRE UP Scenarios (in person members meeting, online continuous support, staff exchange) , this will guide how best to develop them and utilise them in the maximum way, as well as the testing and assessing more widely their relevance in WP2. This part will be carefully planned.

Scenarios reports genearlly offer around 4-5 narrative scenarios and supporting quantative and qualitative data, looking to the future toward 50 -75 years (eg. 2072). They consider social, political, environmental, technological, culture, etc. ramifications so they would be relevant and give robust views of potential futures supported by facts and figures. They must be distinctly different from each other to be of use. The broad base of partners will be used to make sure the scenarios are relevant, plausable , but also cover all the key issues brought up in seperate regions and sectors. Examples of effective scenarios use will be built upon (eg. from Neocarbon energy project - that was highly effective in promoting renewable solutions for entrepreneurs).
At an early on point partners will invite relevant local actors to discuss and give feedback when issues arise, for example to give hidden insightful information on new developments in sythetic biology industry, or on how AI could aid sustainable business models.

Database to be improved and be more broad as process moves forward engaging regional sustainability themes with green and digital transformation.
The earlier Delphi style study results also provide a document in thier own right to be published as an academic article, and a public facing publication.

Dissemination of results, the scenarios and their key resilience themes are prepared for publication in various formats to best communicate the crucial issues for the regions (different language versions are provided when need arises). The key aim of scenarios is to insight new discussions about possible futures in a structured and logical way. These scenarios and the activities surrounding them are intended as an ongoing process, where this represents a tangible way to foster foresight within organisations (rather than producing predictions about the future).

2,679 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable   ✔

D 1.3

Title of the deliverable

FIRE UP Trans-regional Resilience Scenarios

44 / 100 characters

Description of the deliverable

Scenarios report and communication material (ebook, ppt, video). This activity will also include an online database of the collected material to be used in an online platform for future activities eg. workshops (hosted by UTU Futures Distillery). Scenarios reports genearlly offer around 4-5 narrative scenarios and supporting quantative and qualitative data, looking to the future toward 50 -75 years (eg. 2072).
Database to be improved and be more broad as process moves forward engaging regional sustainability themes with green and digital transformation.
The earlier Delphi style study results also provide a document on thier own right to be published as an academic article, and a public facing publication. Importantly scenario materials must be tied to participatory action, like workshop activities, so they may offer new questions rather than giving closed statements.
The database of material and data collected during this process will be maintained and later considered how parts of these can be utilised by future actors or SME's as relevant packages.

1,074 / 2,000 characters

Which output does this deliverable contribute to?

A.1.4. Make the FIRE UP Scenarios

34 / 100 characters

5.6.6 Timeline
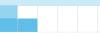
Period:	1	2	3	4	5	6
WP.1: WP1 Preparing solutions						
A.1.3: Desinging the FIRE UP Scenarios		▓	▓			
D.1.3: FIRE UP Trans-regional Resilience Scenarios		▓	▓			

5.6.7 This deliverable/output contains productive or infrastructure investment

Work package 2

5.1 WP2 Piloting and evaluating solutions

5.2 Aim of the work package

The aim of this work package is to pilot, evaluate and adjust solutions. Plan one or several pilots to validate the usefulness of the solutions prepared in Work Package 1. Start Work Package 2 early enough to have time to pilot, evaluate and adjust solutions, together with your target groups. By the end of this work package implementation the solutions should be ready to be transferred to your target groups in Work Package 3.
The piloted and adjusted solution should be presented in one project output.
Organise your activities in up to five groups of activities. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

| **Work package leader 1** | PP 3 - Lithuanian Innovation Centre |
| **Work package leader 2** | PP 2 - Mazovia Development Agency Plc |

5.4 Work package budget

| **Work package budget** | 35% |

5.4.1 Number of pilots

| **Number of pilots** | 1 |

5.5 Target groups

	Target group	**How do you plan to reach out to and engage the target group?**
1	Small and medium enterprise The main target group of the project will be small and medium-sized enterprises. The project will target: in Lithuania manufacturing SMEs sector based in Panevėžys region, which is one of the largest industrial centres in the country, in Poland food production sector based in Mazovia Region, in Finland and Estonia maritime and service hospitality-leisure industries. 369 / 500 characters	The resilience scenarios provoke new thinking in workshops and events, and these act as a structure to explore unconsidered yet highly impactful themes for regional businesses. These may result in identifying potental markets as well as new threats not yet considered, solutions, new emerging values and life changes, technologies and business models. In practice, these highlight actions to take today to influence more desirable futures. This should establish seed of foresight culture in the SME's and thier networks, highlighting the importance of long term strategic planning for SME's who are bound by the short term thinking of present challenges. 655 / 1,000 characters
2	Business support organisation Business support organizations will also be one of the target groups, as they are responsible for business consultations activities. Specifically, it will be important to focus on business consultants who work directly with companies and provide them with a range of support. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 387 / 500 characters	Providing material in which Business support can offer new services is one key aim here. Identifying their needs, and seeing how future oriented activites can make them key actors for any future resilience transition. Their role in identifying challenges and offering improvements, communicating between stakeholders and SME's the valid informaiton is crucial. 361 / 1,000 characters
3	Regional public authority Regional public authorities are responsible for formulating and implementing public policies to promote business resilience and regional growth. For this reason, the target group of the project will be representatives who are directly involved in the development of the business environment, industrial and digitalisation policies. The target groups should be from all regions involved in the project. 401 / 500 characters	The broad societial aspecsts and economic aspects are clearly of use here, and the outcomes will support discussions in regional contexts. Regional capacity is by this stage well defined, and the types of new challenges they face will be addressed. 250 / 1,000 characters

	Target group	How do you plan to reach out to and engage the target group?
4	**Higher education and research institution** Higher education and research institutions from all PP regions will be involved. The nature of the project requires all regions to adapt the solutions developed in WP1. These institutions will be present at all stages of the project implementation, so as to provide substantive support for the implementation of the project. 324 / 500 characters	Specifically how to monitor and assess how these new issues relate to debates around these newly arising issues. The potential for new tools for assessment are experimented and applied here. 191 / 1,000 characters
5	**Sectoral agency** Sectoral agencies are also one of the target groups, as they have wide experience in the field of the regional development and capacity building, regional policy making, business environment creation, business support activities and services for SMEs. Specifically, it will be important to focus on sectoral agencies which are working with SMEs from sectors specified in the project. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 496 / 500 characters	How these new issues are relevant and can be linked to direct cases will be important to specify the resilience in these sectors. 130 / 1,000 characters

5.6 Activities, deliverables, outputs and timeline

No.	Name
2.1	**Implementation of the Pilot**
2.2	**Reporting on the Pilot**

WP 2 Group of activities 2.1

5.6.1 Group of activities leader

Group of activities leader | PP 3 - Lithuanian Innovation Centre

A 2.1

5.6.2 Title of the group of activities

Implementation of the Pilot

27 / 100 characters

5.6.3 Description of the group of activities

The objective of 2.1 is to implement the future scenarios formulated and approved under A1. 3

Launch event of resilience scenarios, where the level of current and assumed future regional resilience will be highlighted and the proposed new future directions are re-explored in the context of a sustainable green and digital transition. This event will be organized by PP3 in Lithuania. Each partner will participate in this event.

The Pilot that was created in WP1 will be tested and implemented by business consultants together with the SMEs in the selected sectors (PP2, PP3, PP5). Each partner will host 2 resilience scenario workshops, 6 in total, supported by the online Futures Distillery platform. During the workshops, business support organizations will engage targeted SMEs in order to test developed future scenarios in order to inform businesses about the potential futures, their impact on business development, and actions that should be implemented to better prepare for it.
The workshops should follow the similar format, however the pace and framing may be interpreted in each region. Some common online workshops will be held, as the scenarios and many of the workshop platforms will be utilised online , to act as support by Futures Distillery. This is also done to maximise the contact time during real face to face meetings where these occasions could be used to foster action and explore decision making aspects.

The pilot uses the built scenarios as a starting point to explore resilience and to gain foresight capacity training while doing it. Using this as a central structure it is hoped that individual and organisational capacities will be encouraged to develop. These foresight activities will be monitored and checked up upon during the process to assess their use and effectiveness. Foresight capacity is underlined as a key factor for evaluation, where its relevance to green and digital integration is identified - ideally we would hope that foresight would aid sustainable and new innovative digital directions, and acknowledging the foresight relevance can be useful for co-creating participatory work .

Regional stakeholder meetings will be held, to communicate and bring in the right people and evaluate the new issues raised by the workshops in order to evaluate their relevance. Aspects from different regions will be collected and passed to other regions to be evaluated. The evaluation nature will dominate the function of these meetings, with the hope to generate further support for WP3 activites.

2,558 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable ☑

D 2.1

Title of the deliverable

Piloting resilience scenarios

29 / 100 characters

Description of the deliverable

1. I main launch event of the resilience scenarios with all members attending, (Lithuania Innovation centre)
2. 2 resilience scenario workshops in each region (8 in total)
3. 4 Regional stakeholder events held in order to promote and initially evaluate relevance and next steps.

287 / 2,000 characters

Which output does this deliverable contribute to?

Implementation of the pilot

27 / 100 characters

5.6.6 Timeline

Period:	1	2	3	4	5	6
WP.2: WP2 Piloting and evaluating solutions						
A.2.1: Implementation of the Pilot						
D.2.1: Piloting resilience scenarios						

5.6.7 This deliverable/output contains productive or infrastructure investment ☐

WP 2 Group of activities 2.2

5.6.1 Group of activities leader

Group of activities leader   PP 4 - Estonian Business School Foundation

A 2.2

5.6.2 Title of the group of activities

Reporting on the Pilot

22 / 100 characters

5.6.3 Description of the group of activities

The objective is, starting from the experiences & interactions generated through 2.1 together with the outputs to evaluate the pilots and screen the most valuable lessons learnt and experiences and formulate a coherent and synergistic transfer of experiences model (transfer of solutions report), that will be implemented in WP 3 (3.1).

1) Resilience scenarios are tested in regions, collected (put into the database) and reported to all.
These will be tested on the grounds of relevance and what new insights they open. Each region will pass to each other region new findings and the collection of these will provide a region specific report. Interegional study made by Polish, Lithuanian, Finnish partners. These internal synergies will be brought to stakeholders.

The foresight capacity aspect of the project will be evaluated specifically, following observations . These will be reported upon and integrated for planning of final solutions.

2) Four stakeholder meeting will be held to evaluate results, that are held to identify improvements to the pilot. One objective also is to identify problem holders - (key actors who will be important in the WP3 willing to prototype solutions in thier own organisation setting) . These findings will be added to the scenarios and to the foresight process to focus activities and to find the best format. New method improvements will be documented and addressed as well as new audiences that could potentially gain value from scenarios.(Eg. Stakeholders could decide that they want to replicate the workshops and use the scenarios based on the work made.)

3) Preparation of the final 'transfer of solution' package called "Future Resilience Scenarios for trans-regional BSR enterprises", including all required dissemination material. The scenarios relevance, how effective they were to gain useful knowledge and thinking, as well as how well they fostered foresight capacity will be addressed. What types of images of the future, or solutions, or new models for business will be collected. Lists of potential future crises will be included, as well as reflections on how resilience has worked in the past.

2,181 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable   ✔

D 2.2

Title of the deliverable

Pilot improvement

17 / 100 characters

Description of the deliverable

1. 4 regional stakeholder group meetings to gain the feedback from participants in the piloting activities under 2.1
2. 1 online project partner meetings (online) to share experiences and knowledge
3. 1 joint report of data, observations, and good practices identified from the pilots
4. Interegional study made by Polish, Lithuanian, Finnish parners - based on the sectors we selected sectors: provides a report .
5 Final 'transfer of solution' package, including all required dissemination material.

improved foresight model, scenarios become more relevant and new continued applictions are identified

615 / 2,000 characters

Which output does this deliverable contribute to?

Reporting on the Pilot

22 / 100 characters

5.6.6 Timeline

Period:	1	2	3	4	5	6
WP.2: WP2 Piloting and evaluating solutions						
A.2.2: Reporting on the Pilot				▉		
D.2.2: Pilot improvement				▉		

5.6.7 This deliverable/output contains productive or infrastructure investment   ☐

Project Acronym: FIRE UP
Submission Date : 26/04/2022 13:46:56
Project Number:
Project Version Number: 1

Interreg
Baltic Sea Region

Work package 3

5.1 WP3 Transferring solutions

5.2 Aim of the work package

In Work Package 3, communicate and transfer the ready solutions to your target groups. Plan at least one year for this work package to transfer your solutions to the target groups, considering their respective needs. Select suitable activities to encourage your target groups to use the solutions in their daily work.
Organise your activities in up to five groups of activities. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

| **Work package leader 1** | PP 5 - Turku Science Park Oy |
| **Work package leader 2** | PP 2 - Mazovia Development Agency Plc |

5.4 Work package budget

| **Work package budget** | 20% |

5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	**Small and medium enterprise** The main target group of the project will be small and medium-sized enterprises. The project will target: in Lithuania manufacturing SMEs sector based in Panevėžys region, which is one of the largest industrial centres in the country, in Poland food production sector based in Mazovia Region, in Finland and Estonia maritime and service hospitality-leisure industries. 369 / 500 characters	To implement activities under WP3, project partners will engage the SMEs who were previously involved in the project activities under WP1 and WP2, f. e. Delphi style surveys, stakeholder meetings, piloting workshops. However, to bring a bigger group of SMEs to ensure a broader transfer of solutions, PPs who have direct relations with businesses contact them for the broader transfer of solutions. 399 / 1,000 characters
2	**Business support organisation** Business support organizations will also be one of the target groups, as they are responsible for business consultations activities. Specifically, it will be important to focus on business consultants who work directly with companies and provide them with a range of support. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 387 / 500 characters	For the broader transfer, project will engage a new set of business related organizations, such as clusters, chambers of commerce, digital innovation hubs, business incubators and accelerators, who could be interested in future scenarios developed under the project and business consultations regarding foresight. For this purpose, business support organizations and sectorial agencies responsible for the implementation of the project will find their counterparts and disseminate the project knowledge, outputs and solution among them. 537 / 1,000 characters
3	**Regional public authority** Regional public authorities are responsible for formulating and implementing public policies to promote business resilience and regional growth. For this reason, the target group of the project will be representatives who are directly involved in the development of the business environment, industrial and digitalisation policies. The target groups should be from all regions involved in the project. 401 / 500 characters	Regional public authorities will be informed about the final project results and results obtained which in turn could be used by them to develop and adjust their business support policies. Regional public authorities and their representatives will be asked to participate in the final project activities, f. e. seminars or workshops and latter thus creating opportunities for them to share the knowledge gained not only within their own organization but also with other individuals from other regions or countries representing similar organizations. 549 / 1,000 characters

	Target group	How do you plan to reach out to and engage the target group?
4	Higher education and research institution Higher education and research institutions from all PP regions will be involved. The nature of the project requires all regions to adapt the solutions developed in WP1. These institutions will be present at all stages of the project implementation, so as to provide substantive support for the implementation of the project. 324 / 500 characters	For the broader transfer, project will engage a new set of higher education and research institutions. For this purpose, universities responsible for the implementation of the project will find their counterparts and disseminate the project knowledge, outputs and solution among them. 284 / 1,000 characters
5	Sectoral agency Sectoral agencies are also one of the target groups, as they have wide experience in the field of the regional development and capacity building, regional policy making, business environment creation, business support activities and services for SMEs. Specifically, it will be important to focus on sectoral agencies which are working with SMEs from sectors specified in the project. There will be a specific focus on this type of organization located in Lithuania, Mazovia region, Turku region. 496 / 500 characters	For the broader transfer, project will engage a new set of business related organizations, such as clusters, chambers of commerce, digital innovation hubs, business incubators and accelerators, who could be interested in future scenarios developed under the project and business consultations regarding foresight. For this purpose, business support organizations and sectorial agencies responsible for the implementation of the project will find their counterparts and disseminate the project solution among them. 514 / 1,000 characters

5.6 Activities, deliverables, outputs and timeline

No.	Name
3.1	**Transfer of solutions**
3.2	**Final conference preparation and implementation**
3.3	**Communication & dissemination**

Interreg
Baltic Sea Region

Project Acronym: FIRE UP
Submission Date : 26/04/2022 13:46:56
Project Number:
Project Version Number: 1

WP 3 Group of activities 3.1

5.6.1 Group of activities leader

Group of activities leader	PP 5 - Turku Science Park Oy

A 3.1

5.6.2 Title of the group of activities

Transfer of solutions

21 / 100 characters

5.6.3 Description of the group of activities

The transfer and diffusion of the pilot created throughout specific activities at WP1, tested in WP2 A 2.1 and finalized in A 2.2 will allow project to tackle its main target, which is the lack of foresight and long range strategic planning at SMEs level, which in turn leads to vulnerabilities in uncertain and sudden unexpected crisis.

Final 'transfer of solution' package, including all required dissemination materials (XXX) is prepared and disseminated among different interest groups, including business support organizations, regional or national authorities, higher education institutions.

Project partners will organize regional/national transfer sessions to involve new business consultants (from business support organizations, clusters, innovation hubs, etc.), policy makers (from regional or national level), higher education and research representatives and SMEs who previously did not participate in the project activities to introduce them created solution and gained knowledge. Project team will also disseminate the created solution and knowledge beyond the project partner counties by participating in the international and/or European-wide events. Events build around business resilience, foresight and Industry 5.0 are organize every year at different levels, therefore project will dedicate its participants to these events.

The transfer activities will include these activities and topics: introduction of the project, ideas behind it and the implemented activities; future scenarios importance on business development in the long-term; future scenarios and models which were identified during the project; methods and principles how business were consulted about the foresight processes and its importance; case studies were business consultants and SMEs will share their experience how future scenarios and foresight processes helped them; business consultants and why and how business consultants, policy makers, higher education institutions could include foresight principles in their daily activities related to the support and work with businesses. Based on the partner, these could be organized in the form of conferences, workshops, etc. These activities will allow to create a pool of experts from different backgrounds and regions.

2,270 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable ☑

D 3.1

Title of the deliverable

Transfer of solutions: outputs and deliverables

47 / 100 characters

Description of the deliverable

1. 4 regional/national transfer sessions;
2. Contribution and participation in 2 interregional and /or European-wide events;

124 / 2,000 characters

Which output does this deliverable contribute to?

A 3.1

5 / 100 characters

5.6.6 Timeline

Period:	1	2	3	4	5	6
WP.3: WP3 Transferring solutions						
A.3.1: Transfer of solutions				▓	▓	▓
D.3.1: Transfer of solutions: outputs and deliverables				▓	▓	▓

5.6.7 This deliverable/output contains productive or infrastructure investment ☐

WP 3 Group of activities 3.2

5.6.1 Group of activities leader

Group of activities leader	PP 5 - Turku Science Park Oy

A 3.2

5.6.2 Title of the group of activities

Final conference preparation and implementation

47 / 100 characters

5.6.3 Description of the group of activities

The goal of the final conference will be to present the results and outputs of the project to a wide audience within the BSR and the EU, consolidate the lessons learnt, create synergies with other initiative at EU, national or regional level.

The Final conference is organised to acknowledge and discuss the achievements of the project and to open up discussions to experts and partners who supported the implementation, as well as to the wider community. The closing conference is planned to give opportunities for comprehensive feedback of beneficiaries on the process of implementation, emphasising major outputs and outcomes of the activities, and concrete impact on the right holders.

The topic of the final event will be related to the issues raised by the project, including the lack of business foresight, resilience, digital and green transformation. The conference is planned, organized and supported by the project communication lead partners with the help of all participating partners. Timeplan for the event is the 6th semester.

Potential structure of the event will include:
-Introduction
-Presentation of project outputs and results
-Contributions by experts & decision makers linking project results and outputs to the larger BSR and EU context
-Interactive sessions, discussion, workshops, conclusions.

The Final conference and its results will be documented and disseminated to broader public.

1,419 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable   ☑

D 3.2

Title of the deliverable

Planning and implementation of the Final conference

52 / 100 characters

Description of the deliverable

1. Plan of the final conference
2. Event of the final conference
3. Documentation material (presentations, discussion conclusions, etc..)

139 / 2,000 characters

Which output does this deliverable contribute to?

A. 3.2

6 / 100 characters

5.6.6 Timeline

	Period:	1	2	3	4	5	6
WP.3: WP3 Transferring solutions							
A.3.2: Final conference preparation and implementation						■	■
D.3.2: Planning and implementation of the Final conference						■	■

5.6.7 This deliverable/output contains productive or infrastructure investment   ☐

WP 3 Group of activities 3.3

5.6.1 Group of activities leader

Group of activities leader | PP 2 - Mazovia Development Agency Plc

A 3.3

5.6.2 Title of the group of activities

Communication & dissemination

29 / 100 characters

5.6.3 Description of the group of activities

To effectively support the communication and dissemination of the project progress and results to a wide community of citizens, SMEs, business consultants, public authorities, researchers and to support the piloting and transfer of solutions and to ensure the durability of the project results, project will have a Communication and dissemination lead partners, who, with the help of other partners will execute various activities:

The communication. and dissemination activities are planned as follows:

-Project dissemination and communication strategy
-Coordinated image and dissemination materials: project identity and branding (logos, banners, templates (presentations, text documents, factsheet, leaflet, screencasts and Videos)
-Dissemination and communication channels (FIRE UP website, newsletters, social media accounts)
-Press (FIRE UP communication team; partners' channels)
-Dissemination activities (Networking activities: conferences, workshops, collaborations with other projects)
-Spreading the knowledge to users (supporting the transfer of solutions activities)
-Press releases

1,121 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable ☑

D 3.3

Title of the deliverable

Communication and dissemination results

39 / 100 characters

Description of the deliverable

1. 1 Project communication team
2. 1 Communication and dissemination strategy
3. 1 Branding of the project (logo, presentation, text document templates)
4. 1 web site / web site location; option for interactions with the public are foreseen; linkages of the project web site to the partners' web sites.
5. 6 newsletters
6. 1 leaflet /flyer
7. At least 2 project updates presented in the project web site per semester (total 12)
8. 2 Participations with contributions in conferences organised by other projects
9. 1 Final conference communication support

557 / 2,000 characters

Which output does this deliverable contribute to?

A 1.1; A 1.2; A 1.3; A 2.1; A 2.2; A 3.1; A 3.2; A 3.3

54 / 100 characters

5.6.6 Timeline

Period:	1	2	3	4	5	6
WP.3: WP3 Transferring solutions						
A.3.3: Communication & dissemination						
D.3.3: Communication and dissemination results						

5.6.7 This deliverable/output contains productive or infrastructure investment ☐

6. Indicators

Indicators

Output indicators				Result indicators		
Output indicators	**Total target value in number**	**Project outputs**	**Please explain how the solution presented in this output serves the target group(s).**	**Result indicator**	**Total target value in number**	**Please explain how organisations in the target groups within or outside the partnership will take up or upscale each solution.**
RCO 84 – Pilot actions developed jointly and implemented in projects	1	N/A	N/A	**RCR 104 - Solutions taken up or up-scaled by organisations**	N/A	Foresight capacity gained, as well as the new highly relevant issues raised in the scenarios will be of use in the long term. The knowledge will be collected to be of use for diverse future situations, for use for strategies and new solutions, especially when the future looks closed, these always offer alternatives. This knowledge is one aspect, the other is a network of key actors interested in engaging the future. Listed identified crisis combinations offer vital new framing to address regional issues. Listed radical innovations, as well as novel local innovateveness are indicators that actors have awareness of their existing and potential capacity to move forward. SME's rely on networks generally to consider externalities, it is hoped that these processes are easy to adopt and improve resilience. Digital and sustainable approaches will natually evolve rapidly, so unique and regionally relevant understanding of these interpretations offers a value added, unique offering. These issues must be constantly revisited, and mature foresight offers this culture of foresight. Business Consultants will gain new capacity as well as new formats of service offering based on the process and data collected. It will be expected that they will absorb these new skills into their organisations and adapt them. There are tools to assess futures readiness and consciousness, but this aspect is still novel and would be well recieved. The knowlege generated from this project would benefit researchers who could apply the findings in multiple ways over many disciplines. Specifically the local combination, highlighting sustainable futures would be a model fo r future research.
RCO 116 – Jointly developed solutions	N/A					

1,689 / 2,000 characters

Output indicators		Result indicators		
Output indicator	**Total target value in number**	**Result indicator**	**Total target value in number**	**Please describe what types of organisations are planned to actively participate in the project. Explain how this participation will increase their institutional capacity. These types of organisations should be in line with the target groups you have defined for your project.**
RCO 87 - Organisations cooperating across borders	5			

Result indicator	Total target value in number	Please describe what types of organisations are planned to actively participate in the project. Explain how this participation will increase their institutional capacity. These types of organisations should be in line with the target groups you have defined for your project.	
PSR 1 - Organisations with increased institutional capacity due to their participation in cooperation activities across borders	150	Project partners and associated organisations	The project is dedicated to filling the gap between the lack of business foresight activities and potential future developments in Industry 5.0. For this purpose, intermediate organizations and their personel have to increase their professional capacities in these fields. The pooling of different competencies from the different types of organizations will enable the exchange of knowledge and learning processes among different experts. Capacity building will be enabled through different project activities. International meetings in the form of workshops and Staff exchange activities will create a direct relations between businesses and academic institutions. Academic institutions involved in the project through these activities will gain new practical and theoretical knowledge about business consulting, innovation, digitisation and green transformation in the context of business development. Also, as academic institutions will play a major role in the development of pilots, their testing and the feedback about them will provide new knowledge about foresight, its potential practical application and potential improvements. Business support organizations on the other hand will gain new expertise by implementing created future scenarios and forecasting tools in the practice. Until now, the business support organizations involved in this project do not apply foresight principles in their consultation activities, as they don't have sufficient knowledge about it. 1,484 / 1,500 characters
		Other organisations	The end beneficiaries of the project are SMEs, that practically do not engage in business forecasting activities to change business models and operational KPIs. Majority of SMEs currently lack knowledge and understanding about the importance of these activities for the future development, therefore their participation in the testing of future scenarios will be important to tackle this issue. SMEs themselves will be involved in the development processes of future scenarios, therefore created solutions will be tailored to business needs. Continuous SMEs involvement will ensure their continuous learning experience which will allow the to increase their capacities. Regional public authorities will also be continuously involved in the project activities, specifically the development of the solutions and their improvement. The involvement of organizations will allow their employees to increase their competencies by communicating directly with higher education institutions about forecasting and competencies related with business development by engaging businesses support organizations and SMEs. Piloting of the solutions will also create new knowledge about SMEs readiness for the future and their needs, therefore this knowledge will be presented for regional authorities for them to make evidence based policy decisions. 1,333 / 1,500 characters

7. Budget	

7.0 Preparation costs	37/41

Preparation Costs	

Would you like to apply for reimbursement of the preparation costs? | No

7.1 Breakdown of planned project expenditure per cost category & per partner

No. & role	Partner name	Partner status	CAT1 - Staff	CAT2 - Office & administration	CAT3 - Travel & accommodation
1 - LP	University of Turku	Active 22/09/2022	557,280.00	83,592.00	83,592.00
2 - PP	Mazovia Development Agency Plc	Active 22/09/2022	224,460.00	33,669.00	33,669.00
3 - PP	Lithuanian Innovation Centre	Active 22/09/2022	170,280.00	25,542.00	25,542.00
4 - PP	Estonian Business School Foundation	Active 22/09/2022	224,460.00	33,669.00	33,669.00
5 - PP	Turku Science Park Oy	Active 22/09/2022	139,320.00	20,898.00	20,898.00
Total			1,315,800.00	197,370.00	197,370.00

No. & role	Partner name	CAT4 - External expertise & services	CAT5 - Equipment	Total partner budget
1 - LP	University of Turku	13,300.00	0.00	737,764.00
2 - PP	Mazovia Development Agency Plc	20,000.00	0.00	311,798.00
3 - PP	Lithuanian Innovation Centre	19,500.00	1,500.00	242,364.00
4 - PP	Estonian Business School Foundation	15,000.00	0.00	306,798.00
5 - PP	Turku Science Park Oy	26,000.00	0.00	207,116.00
Total		93,800.00	1,500.00	1,805,840.00

7.1.1 External expertise and services

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
2. Mazovia Develop	National control	CAT4-PP2-F-0	First level control for 6 biannual reports 42 / 100 characters	No	N/A	1,500.00
1. University of Turk	Events/meetings	CAT4-PP1-A-0	Kick off meeting 16 / 100 characters	No	1.1	2,500.00
5. Turku Science P	Events/meetings	CAT4-PP5-A-0	Online streaming services, catering, venue costs & speakers and moderators 74 / 100 characters	No	3.2	18,000.00
1. University of Turk	Events/meetings	CAT4-PP1-A-0	Organization of stakeholder meeting 35 / 100 characters	No	1.2	800.00
2. Mazovia Develop	Communication	CAT4-PP2-C-0	Services for the communication activities through out the project life time 75 / 100 characters	No	1.1 1.2 1.3 2.1 2.2 3.1 3.2 3.3 N/A	3,500.00
2. Mazovia Develop	Events/meetings	CAT4-PP2-A-0	Services related to organizing meetings 39 / 100 characters	No	1.1 1.2 2.1 2.2	5,000.00
2. Mazovia Develop	Specialist support	CAT4-PP2-E-0	Specialist support for the implementation of workshops and pilot 64 / 100 characters	No	1.1 1.3 2.1	10,000.00
1. University of Turk	IT	CAT4-PP1-B-0	Website and service base for forecast activities 48 / 100 characters	No	1.3	10,000.00
4. Estonian Busines	Events/meetings	CAT4-PP4-A-0	Services related the organisation of staff exchange, workshops and meetings in all WPs. 87 / 100 characters	No	1.1 1.2 1.3 2.1 2.2 3.1	12,000.00
4. Estonian Busines	Communication	CAT4-PP4-C-1	Services related to communication activities in the dissemination phase (both physical and online). 99 / 100 characters	No	3.3	3,000.00
	Total					93,800.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value	
3. Lithuanian Innova	Events/meetings	CAT4-PP3-A-1	Stakeholder group meetings and launch of Resilience scenarios 61 / 100 characters	No	1.2 2.1 2.2 3.1	6,000.00	
3. Lithuanian Innova	National control	CAT4-PP3-F-1	First level control for 6 biannual reports 42 / 100 characters	No	N/A	1,500.00	
3. Lithuanian Innova	Specialist support	CAT4-PP3-E-1	Specialist support for the implementation of workshops and pilot 64 / 100 characters	No	1.1 1.2 2.1 2.2	10,000.00	
3. Lithuanian Innova	Specialist support	CAT4-PP3-E-1	Specialist support for the preparation of reports 49 / 100 characters	No	1.1 1.2	2,000.00	
5. Turku Science P	National control	CAT4-PP5-F-1	First level control for 6 biannual reports 42 / 100 characters	No	N/A	7,000.00	
5. Turku Science P	Communication	CAT4-PP5-C-1	Social media, press coverage, communication costs 49 / 100 characters	No	2.1 3.1 3.2 3.3	1,000.00	
	Total					93,800.00	

7.1.2 Equipment

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value	
3. Lithuanian Innova	Office equipment	CAT5-PP3-A-0	Laptop 6 / 100 characters	No	N/A	1,500.00	
	Total					1,500.00	

7.1.3 Infrastructure and works

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
Please select	Please select	CAT6-PP--01	0 / 100 characters	Please select		0.00
	Total					0.00

7.2 Planned project budget per funding source & per partner

No. & role	Partner name	Partner status	Country	Funding source	Co-financing rate [in %]	Total [in EUR]	Programme co-financing [in EUR]	Own contribution [in EUR]	State aid instrument
1-LP	University of Turku	Active 22/09/2022	FI	ERDF	80.00 %	737,764.00	590,211.20	147,552.80	For each partner, the State aid relevance and applied aid measure are defined in the **State aid section**
2-PP	Mazovia Development Agency Plc	Active 22/09/2022	PL	ERDF	80.00 %	311,798.00	249,438.40	62,359.60	
3-PP	Lithuanian Innovation Centre	Active 22/09/2022	LT	ERDF	80.00 %	242,364.00	193,891.20	48,472.80	
4-PP	Estonian Business School Foundation	Active 22/09/2022	EE	ERDF	80.00 %	306,798.00	245,438.40	61,359.60	
5-PP	Turku Science Park Oy	Active 22/09/2022	FI	ERDF	80.00 %	207,116.00	165,692.80	41,423.20	
Total ERDF						1,805,840.00	1,444,672.00	361,168.00	
Total						1,805,840.00	1,444,672.00	361,168.00	

7.3 Spending plan per reporting period

	EU partners (ERDF)		Total	
	Total	Programme co-financing	Total	Programme co-financing
Period 1	200,000.00	160,000.00	200,000.00	160,000.00
Period 2	250,000.00	200,000.00	250,000.00	200,000.00
Period 3	450,000.00	360,000.00	450,000.00	360,000.00
Period 4	400,000.00	320,000.00	400,000.00	320,000.00
Period 5	252,920.00	202,336.00	252,920.00	202,336.00
Period 6	252,920.00	202,336.00	252,920.00	202,336.00
Total	1,805,840.00	1,444,672.00	1,805,840.00	1,444,672.00