

# Quick Guide for Organising Innovation Camps



# Table of Contents

- Executive Summary .....3
- 1. Introduction to this Quick Guide .....5
- 2. The value of Camps: WHY regions and cities organize them.....7
- 3. Deciding WHETHER to organize a Camp.....11
- 4. HOW to effectively use the Methodology – the ‘secrets of a successful Camp’ .....13
- 5. Perspectives on using Innovation Camps in transregional and transnational projects .....26

# Executive Summary

This Quick Guide is intended for regional policy makers and their partners who are considering whether to organize innovation camps to address societal challenges. It deals with diverse aspects of how to organize Camps successfully, explains why Camps are effective innovation instruments for addressing both local and transregional issues, and how they can be beneficial in a variety of situations.

It has been produced as part of the Smart-up BSR project, and is based on 19 interviews with people who have co-organised and/or participated in Innovation Camps. The “Quick Guide” complements the existing Innovation Camp Methodology Handbook produced by the Joint Research Centre in 2017, referencing but not duplicating the information there. It is meant as a quick and accessible read, with an attractive layout, focusing on the essence of what makes Innovation Camping worthwhile for addressing challenges in the context of smart specialization, entrepreneurial discovery, local and transregional collaboration.

Addressing basic questions of *whether*, *why* and *how* to organize Innovation Camps, the Quick Guide indicates that organising a Camp is a “significant act” that reinforces the region’s commitment to address societal challenges in practice. Camps leverage relevant collective knowledge and expertise in the international community to address local challenges with fresh ideas and new insights, and contribute to useful transnational collaboration.

Noting that “Camps can be a bridge to operational”, the Quick Guide describes how Camps can be used for

- Creating local and regional impact;
- Concrete action: getting things done;
- Achieving effective regional, transregional and transnational collaboration.

Camps are seen to

- Enhance the innovation power in a city or region, leveraging regional strengths and opportunities;
- Create commitment to change, boosting regional stakeholder engagement;
- Making smart specialization something that matters to regional stakeholders;
- Emphasize the importance of follow-through in practice.

By addressing challenges in both a local and global context, and using an entrepreneurial discovery process, they can address grand societal challenges while at the same time tackle concrete local and regional issues.

Deciding *whether* to organize Camps is a matter of what a region needs to do in practice:

- Deal with complex issues and multiple stakeholders in a clear and focused way;
- Clarify issues and challenges at the fuzzy front-end” of projects, especially when the deeper issues or problems aren’t clear;
- Identify and eliminate obstacles to the implementation of policy, strategy or new ideas;
- Stimulating breakthroughs in stuck situations;
- Enhance the innovation power of a region, by bring new perspectives, ways of working, and thinking power from outside”, enriching “the way things are normally done”;
- Work with other regions to discover and explore synergies.

Innovation Camps work well when

- The challenges, problems and barriers to solutions are complex and unclear;
- The issues at stake are a priority in the region, and are shared by key stakeholders;
- Local stakeholders buy-in to the Camping process;

- There is commitment to follow through on good ideas and promising solutions with experiments, prototypes and pilots.

Without these conditions in place, Camps may not bring the desired results. When they are, Camps can be effective instruments for addressing territorial innovation, Smart Specialisation at regional and macroregional levels, and key societal challenges like climate change, circular economy, healthy ageing, and smart cities. It is also possible to use camps to support mission-driven innovation, to work on Interreg projects and macroregional issues, take action on the UN's Sustainable Development Goals (SDGs), and other "challenges without borders". Finding the right balance between addressing both specific local issues and broader generic applications is essential for this.

The sections on *how* organise Camps offer insights and practical lessons learned about the 'secrets of successful Camps' – how long a camp should be, the richness of Camp processes, the importance of good challenges, good facilitators and committed participants, and documenting knowledge to create a living archive of innovative ideas. Camps allow projects and people to discover new ways to think about complex issues and organize for addressing them. Camps can be used to leverage distributed intelligence, produce new ideas and develop new partnerships, all of this in the service of strengthening regional and macroregional innovation capacity. In Camps, organisations find unexpected opportunities for implementing promising ideas and in this way eliminate obstacles to realizing policy in practice.

# 1. Introduction to this Quick Guide

This Quick Guide highlights insights from practice, and ideas about how Camps can help regional decision-makers to realize their policies more effectively using Camps. It speaks directly to this target group about why and whether to organize camps. It provides added value as an easily accessible, short guide to the Camp process, with key lessons learned presented in short, concise paragraphs with citations from people with direct experience in Camps, and a visual layout with photos from Smart-Up camps.

## Context

Smart-up BSR (Interreg Baltic Sea Region: <https://smartup-bsr.eu/>) addresses the challenges that regions face in implementing their regional research and innovation policies, and to leverage their collective knowledge and expertise to achieve effective transnational collaboration. It is about piloting and experimenting with new solutions in societally important areas – healthy ageing, climate change, circular economy and smart city – and fostering bottom-up regional innovation through peer-to-peer learning and the entrepreneurial discovery process. The project results are intended to scale to the Baltic Sea Region as a whole, creating a promising pan-BSR process for realizing RIS3 priorities. Smart-up BSR will run from October 2017 to October 2020 and has 13 partners in 9 countries (see Annex 2).

Innovation Camps, as described in the Joint Research Centre's (JRC) 2017 publication *Innovation Camp Methodology Handbook*<sup>1</sup>, are the methodological motor of the Smart-up BSR project. These Camps have a 10 year history of supporting territorial and societal innovation in Europe. In Smart-up BSR, the Camps are intended to increase innovativeness in the macro-region, and be a major learning instrument in the project, enhancing the innovation capacity of partner regions and camp participants. In this way, they will contribute to increasing target-oriented commitment and motivation for experimenting, learning, piloting and rapid prototyping of RIS3 strategies in the partnering regions.

The Quick Guide is not intended to replace the detailed instructions that are already available in the JRC Handbook, but complement it as a short, accessible quick about utilizing the methodology during projects like this. It is intended to be a starting point for determining whether the methodology is relevant for local and multi-regional projects in Europe, and a reference point for improving the effectiveness of Camps during multi-stakeholder innovation projects of many kinds.

Every single large EU project should have a Camp in the beginning, to help participants learn to think and learn in new ways

I've never been in a camp where I haven't left with a dozen new insights about how to deal with issues on a personal and professional level

## Overview

The Quick Guide is organised for easy access to the material covered. It is structured in sections about The value of Camps and why to organise them, Whether to organize a Camp, How to effectively use the Methodology – the 'secrets of a successful Camp', and a brief section with Perspectives on their use in transnational projects.

It is based on insights from the actual experience of people as Camp organizers and/or participants at one or more of the Smart Up BSR Camps, as well as several experts with a broad experience of using the innovation camp methodology more broadly in Europe. The document is built up from short descriptions of different

---

<sup>1</sup> <http://s3platform.jrc.ec.europa.eu/-/innovation-camp-methodology-handbook-realising-the-potential-of-the-entrepreneurial-discovery-process-for-territorial-innovation-and-development-?inheritRedirect=true>

topics, interspersed with relevant quotes – indicated in text boxes – from the 19 people interviewed (see Annex 1). The short topic descriptions are also based on the words of the interviewees.

## 2. The value of Camps: WHY regions and cities organize them

Camps are seen as an effective means to increase the innovativeness in regions and organisations, enhance active engagement among actors in a regional innovation ecosystem, and a good method for improving the capacity for implementing smart specialization goals and other kinds of territorial innovation. They can help in changing the mind-set of people and organizations towards co-creation and innovation, and provide proven methodologies for 'getting things done' in practice.

Organising a Camp is a "significant act" that reinforces the region's commitment to actually address (societal) challenges in practice, leveraging the innovation potential of local and (macro)regional stakeholders, and enhancing a prototyping mindset for learning-by-doing and actively experimenting with new solutions in a region. Camps leverage relevant collective knowledge and expertise in the international community to address local challenges with fresh ideas and new insights, and contribute to practical transnational collaboration.

As one of the people interviewed expressed it: "Camps can be a bridge to operational" in supporting any kind of mission-driven innovation.

The Quick Guide describes how Camps can be used for

- Creating local and regional impact;
- Concrete action: getting things done;
- Achieving effective regional, transregional and transnational collaboration.

Camps are seen to

- Enhance the innovation power in a city or region, leveraging regional strengths and opportunities;
- Create commitment to change, boosting regional stakeholder engagement;
- Making smart specialization 'something that matters' to regional stakeholders;
- Emphasize the importance of follow-through in practice, doing things instead of just talking about them.

By dealing with challenges in both a local and a global context, and using an entrepreneurial discovery process, they can address grand societal challenges while at the same time tackle concrete local and regional issues. In this way, they can be effective instruments for addressing the diverse issues of implementing smart specialization and other kinds of regional renewal, both in individual regions and throughout a macro-region.

### **Creating local and regional impact**

Creating impact in the regions is the core business of the Camps: "Leaving tangible footprints for cities and regions to follow, and move forward". They drive the application of good practices by emphasizing active learning in local situations and by leveraging the lessons from other places with relevant issues. Practicing new ways of working is essential for this.

It's about exploring the interplay of regional, macro-regional, and EU levels of innovation practice, and finding the red threads through regions in nine countries.

It wakes people up and helps them to do things they don't ordinarily do.

The Camp process is intensive: you're asked to be part of something with uncertainty, be part of a team you don't know, be present intensively – this itself is a major takeaway.

### **Concrete action: getting things done**

Innovation Camps are seen as a good forum to empower people in pursuing their innovation activities. But we must remember that things don't get done – nor do good ideas get implemented – and by themselves.

Defining and clarifying leadership is important for getting things done afterward.

Working for two days with people you don't know, from different backgrounds, you can develop common ideas and useful solutions. But good facilitators are needed to lead you through a 2-day challenge process and help you feel confident and comfortable, even if you are lost.

### **From talk-shop to do-shop**

Results and their realization in practice are what matter in regional renewal processes. As expressed by one Camp administrator: "We must move from talk-shop to do-shop!".

Take solutions into the streets, especially if there are ideas about a 'practical challenge' expressed in clear objectives. Find pragmatic and recognizable ways of taking solutions into the neighborhoods. First commit to solving problems and overcoming obstacles – get things fixed, then do the creative things, like organizing a festival.

Getting things done is the bottom-line. Some of the group outputs can be implemented, some of them need to be developed further, and some may prove impossible in practice. However, the simple act of working together on difficult issues is often enough to inspire challenge-owners and regional decision-makers to take action, moving from talking to doing, and putting new ideas into practice.

The Camps are a stimulus for taking action. What's important is that *something* gets realized, even if not exactly what the Camp produces. This is the *real* value – not the results alone, but something broader.

Some results are doable: so build some of them into 'new housing solutions' right away. Some results are good, but not applicable to how we work in other regions – so let local authorities give feedback: "we received these suggestions and we want to give you this feedback".

### **Networks & New Perspectives: Achieving effective regional, transregional and transnational collaboration.**

For many people, the biggest take-aways are an active engagement with *broad networks* and encounters with *new perspectives*. Camps connect people and their ideas – in the camping process participants are obliged to discuss complex and complicated issues with many people, and learn to work with other perspectives and combine different points of view.

The networking is important – maybe more important than the content results.

You learn to look at things from totally new perspectives. This is useful not just in this project, but in many aspects of professional life.

I remember people from the Camp that I would turn to and ask, 'How did you do this and that?' – because cities and regions have similar issues and problems.



When many people work together, the *combinations* make things better.

Very refreshing! You hear fresh ideas from experts and colleagues, this stimulates your brain – and it's fun to learn new things.

Camps can be tools for matchmaking. If you are looking for potential project partners, you can meet people and experience how they work, and see if they could be relevant partners. You get a good connection to people at the Camps, and we should communicate this more.

What is crucial are the person-to-person meetings at the Camp. So it is important to attend as many camps as possible, even if it is difficult.

### **Enhance the innovation power in a city or region, by leveraging regional strengths and opportunities**

As Project Leader Taina Tukiainen reminds us: "For impact, ideas need to be rooted in regions."

The real value of Camps in the Smart Up BSR project is to create an *engagement process* – a context for meeting people, for being curious about the place you are, an arena for inter-city learning, learning to listen, to understand the problems of one place and relate them to your place.

Unlike many normal workshops, Camps are a good way of focusing insights in a short time span, because they create a collaborative mind-set that lets people experience new ways of thinking and working on important issues.

Camps get people out of traditional management styles.

There is a clear distinction between Camps and Workshops. In workshops people participate and work from their roles, in Camps they work from their minds.

Camps create commitment to change and boost regional stakeholder engagement. The Camping methodology brings many relevant stakeholders to the same table, and this helps change mind-sets which may be blocking regional renewal.

Doing things in a positive and rigorous way – especially when relevant stakeholders are involved – can push the public sector to be more agile, less restrictive, and more open.

### **Making smart specialization something that matters to regional stakeholders**

RIS-3 priorities are often stated too superficially, just at the level of keywords. Combining them with thematic Living Labs and thematic Camps, we can discover the right actions to go beyond the buzzwords – moving from 'artificial questions' to the real questions, helping you to move out of your role, and into your mind.

Participants In the Smart-up BSR initiative see the potential for practical impact in their regions through a 3-level learning process: bringing new ideas and perspectives to individual participants and challenge-owners, to project teams and stakeholders, and to their regions as a whole.

*Smart-up BSR* brings new people and new perspectives to the larger discussion. We can then create smaller workshops and/or additional camps, based on specific SDGs: not obligatory, but attractive.

The Camps can help people in understanding RIS3 as a consensus, rather than as strategic planning.

### **From local issues to global challenges**

Camps have the capacity to drive change, both at a macro-regional and a European scale. Camps support a creative dialogue that leads to fresh ideas, new insights, and potential next steps for action. This entails providing new perspectives on the deeper issues and problems, instead of just talking about local obstacles and ‘what doesn’t work’, which in turn allows participants to frame and reframe the challenge in different ways, and explore other avenues to possible solutions.

Camps allow regions to build something of value together; as one participant said, “Through innovation camps you create something important that you can leave behind in each city and region”. They can support concrete local action, as well as being a useful instrument for transregional innovation and learning.

Camps are one of the important drivers of the Smart-up BSR project, and they can also add value to other projects in Europe that call for transnational and transregional cooperation. Camps are seen as relevant instruments for projects dealing with similar themes and challenges – healthy ageing, climate change, circular economy and smart city issues – in other macro-regions, and for addressing the United Nations’ 17 Sustainable Development Goals (SDGs), and for dealing with other “challenges without borders” in mission-driven national or European projects.

Let us create the tools for this, and use the ones we have. Their impact can be assessed and documented.

Strengthening cross-regional cooperation is the Camps’ strongest side. The more specific the topics, the better they work – and then very intensive cross-regional cooperation should be possible. In Camps you get to know your counterparts in other regions. When you enter the field of real applications, then cooperation emerges from the topic when you know your colleagues from all over the world.

Some additional perspectives on using Innovation Camps in transregional and transnational projects are discussed in Section 5.

### 3. Deciding WHETHER to organize a Camp

To decide whether Innovation Camps are the right instrument to apply, it is important to weigh the value that Camps can provide (as described in section 1, above) against what the city or region needs.

Deciding *whether* to organize Camps is a matter of what the region needs to accomplish in practice, for example:

- Deal with complex issues and multiple stakeholders in a clear and focused way;
- Clarify issues and challenges at the “fuzzy front-end” of projects, especially when the deeper issues or problems aren’t clear;
- Identify and eliminate obstacles to the implementation of policy, strategy or new ideas;
- Stimulate breakthroughs in stuck situations;
- Enhance the innovation power of a region, by bring new perspectives, ways of working, and thinking power from outside”, enriching “the way things are normally done”;
- Work with other regions to discover and explore synergies.

As the experience of Smart-up BSR shows, Camps are effective for

- Providing coached practice with using innovation instruments in diverse regions;
- Disseminating experience with relevant innovation instruments to diverse partner organisations, and across project borders.

Camp provide opportunities for participants to address key societal challenges like climate change, circular economy, healthy ageing, and smart cities, but certain conditions should be in place in order for the Camp methodology to be effective. Innovation Camps work well when

- The challenges, problems and barriers to solutions are complex or unclear;
- The issues at stake are a priority for the region, and are shared by key stakeholders;
- Local stakeholders buy-in to the Camping process;
- There is commitment to follow through on good ideas and promising solutions with experiments, prototypes and pilots.

Without these conditions in place, Camps may not bring the desired results. When they are, Camps can be effective instruments for many kinds of territorial innovation.

An Innovation Camp should not be organized when

- There is already a preferred answer, which you simply want to test;
- There is no commitment from the Challenge-owners to prototype promising ideas and possible solutions;
- Key stakeholders are not ready or willing to take part.

People who can make strategic decisions should be there – otherwise it is just nice words, and difficult to avoid the ‘not-invented-here’ principle.

Follow-up is the biggest challenge. People forget good results quite quickly, and it’s difficult to keep results alive afterwards. You need to use them, again and again – each time with some new aspects.

Innovation Camps are not the only effective instrument that can be used to address complex and challenging issues, and in situations like these other forms of workshopping and dialogue may be a better choice.

**Camps can be used in different ways at different stages of a project**

In Smart-up BSR, the Camps are used throughout the project to address key Smart Specialisation issues in the Baltic Sea Region<sup>2</sup>, to drive regional and interregional innovation among the 9 partners and foster bottom-up regional innovation in each of the partners, to create continuity throughout the three-year project, and to build a community of practitioners in 9 countries and 16 organisations. In this project, Camps have taken place at different phases of the three-year project.

Every Camp needs a clear purpose and the right participants for that purpose: be it breakthrough, start-up, follow-through.

People participating in more than one Camp have experienced that the methodology is suitable for use at different stages of a project. Different objectives can be addressed in different camps; the Camping methodology is flexible enough to accommodate this.

- *At the beginning of a project.* They create consensus and commitment. You can speed up actual actions during the process by bringing minds together to discuss what project is ‘really’ about and create consensus on objectives, activities etc. This way you also increase commitment for the ‘absorption layer’.
- *When projects are stuck.* Bring project participants and outside experts together to explore possible breakthrough actions to solve problems and issues that block progress, and move towards a new ambition level.
- *At the end of projects.* By bringing project participants and potential partners together for moving forward faster, to reflect on learning and outputs, and to facilitate take-up during the next phases after the project.

Camp organizers and participants are enthusiastic about using Camps at the early stages of a project:

- For getting beyond the buzzwords, discovering what the real issues are;
- For leveraging extended networks with new and relevant ideas;
- For introducing new experiences of how to working together across regional and disciplinary borders.

---

<sup>2</sup> healthy ageing, climate change, circular economy and smart city

## 4. HOW to effectively use the Methodology – the ‘secrets of a successful Camp’

Effective Camp design is important for making them effective instruments for regional innovation and realizing Smart Specialisation priorities. There are diverse ways to do this.

As a general rule, the programme design should follow the basic operational principles of the Camping methodology, and also reflect – and respect – the realities of the host-country’s culture.

The methodology (as described in the JRC’s *Handbook*) is meant to be ‘guiding’, and it should be used with flexibility, and tailored according to the culture of the country, and the context.

Camps must allow enough space for interaction and self-organization. Programme structure is important, but it should not be leading. Camps can incorporate instruments from local innovation good-practice, in order to allow people from other regions to learn new methods, for example LEGO, serious gaming, design thinking, and video-making. This enriches the camp process for participants, and also enriches the methodology as a whole.

What is important is building a bridge to the operational – finding the right things to do, and getting them done. However, some of the most valuable assets of Camp methodology – creating new mindsets for collaborative working, breaking old patterns of thinking and working, and helping participants do things in different ways than they normally do – should be embodied in all Camps and indeed be part of all innovation programmes. Pushing the boundaries of “what is normally done” is essential to societal renewal.

In the paragraphs below, we consider nine aspects of Camp design.

### 1. How long should a camp be?

Camp duration is an important issue to address. But how long is long enough? And how long is ‘too much’?

Camps in Smart-up BSR are two, two-and-half, or three days long. Opinions are divided about the preferred length of Camps and the best formats: whether two-day or three-day Camps are realistic for busy stakeholders and participants, and if longer or shorter experiences are more effective for ‘better’ results.

Some people argued strongly for two days: “You can’t expect busy people to stay longer”.

Three days is way too long, two days also, but you need at least two days for methodology to work.

We must challenge people to participate fully, thus shorter Camps are better. Three days is too long.

Other argued that more time is necessary in order to develop solutions that are specific enough to work on afterwards.

3 days is intense: it is enough! – *and* it is needed to make the solutions ‘good enough’.

In a two-day camp the 6-6-6 roadmap is done too fast at the end. You need more time to do it right.

Some people – with experience at earlier camps in other projects – argued for a longer Camp experience.

Longer camps! Good for helping traditional people learn something new.

You need longer camps to get people out of their roles and into their minds ... at least three days: after the first day people are often confused, they need time to get people into their minds and understand what the issues are really about. In short camps, people are too fixed in their roles – you need a balance between camp duration and the need to *let go of your roles and assumptions* about what the best way forward is.

When the challenge is bigger, the complexity is bigger too, so it takes more time to understand the background and local contexts. For this a longer process is better.

You can never please everyone – some people like structure, some like relaxed framework. There will always be people who are disappointed.

### Real impact takes time

Breaking out of fixed roles and patterns takes time, and you need to take the time required for this. The same holds for building strong networks and strengthening the diverse capacities needed to drive innovation through international cooperation.

“It takes lots of time, but you need this to reach a high level”, says Project Leader Taina Tukiainen.

You need more than one Camp for capacity building and engagement. Camps are a valuable networking tool: that’s why we take three years for getting to know each other well, to create professional partnerships and networking.

In a long project, things can take a long time, and this is beneficial, so that important things emerge.

The main purpose of Camps is to innovate solutions – but we see that the solutions developed after 2-3 days are often still rough ideas. It is unrealistic to expect they can be implemented as such.

It helps to clarify expectations during the preparation phase of projects like these. It is important that participants, stakeholders, decision-makers and their organizations realize that achieving real impact in cities and regions takes time.

### Aligning expectations

Information about the challenges and descriptions of background and context should be made available to participants as early as possible. This helps participants prepare for the Camp, and also explore synergies with their own ‘local’ situations.

Clarity about the intentions, priorities, challenges, and what will happen to the results after the Camp is important. The right questions help challenges owners and participants know what they can expect from a particular Camp, and help them to develop promising solutions to local problems which are also applicable to similar challenges in other regions.

It is essential to be clear about intentions before you begin – you get what you ask for, you see what you are looking for, and this limits creativity. Important is ‘finding a common set of questions’ to ask, and be addressed in Camp format.

First identify topics that matter to people, e.g. the 'biggest problems in a region', then ask people to sign up for the discussions at the Camp. They will come for something concrete and leave with something concrete: *a useful take-way for the region*.

Understand that not all solutions can/will be implemented. We must have realistic frames for working right from the beginning – this makes it easier and more feasible for challenge owners to implement the answers they get.

## 2. ***Generic and concrete challenges: Both here & there***

Context is everything! Use local context and local examples – although it is not easy to have a Camp in Finland and address the problems of a region in Germany

People do not always see that many regions have similar challenges, and that their 'local' challenges are not unique. They should be supported to see and understand the similarities, and to move from the specific to the general, and then back from general to the specific (local). The best Camps are about being *both* local and general issues: keeping them personal (local), while making them generic and well, and thus relevant to other places.

*An example:* Many capital cities in new member states have mobility problems. So bring together people from the different capitals to solve problems together – creating generic solutions, which can then be taken back and tailored to specific local conditions.

A key to good Camp design is to define challenges that address both local necessities and generic needs, developing a common set of questions that can be addressed in more than one Camp, and in more than one location.

The multi-perspective approach is an important aspect of camping. Camps provide practical experience in using tools like explicit collective reflection and coaching to accomplish this.

The outside perspective is powerful. Camps demonstrate their value in driving good practices by dealing with local examples and lessons from many places dealing with similar issues.

Camps stimulate the idea of feeling we are part of one large region, with similar macro-regional strategies, and how we are able to work together.

*By scaling up the problem, then scaling the solutions down, you can also create new industries, at both local and European level.*

For example, solution providers like to offer pan-European services, and some cities and regions lack the critical mass to interest them. While individual cities may be too small to create new industries to solve problems locally, or attract larger solution-providers, by working together they can co-create European-wide markets for new solutions.

Some capital cities in new member states have similar mobility problems. So bring together people from the different capitals to solve problems together – create generic solutions – then organize new camps locally to tailor generic solutions to each of the regions.

### *Finding the right challenge*

In principle, successful Camps seek ways to address the project's broader overall challenges in the perspective of tackling specific local issues. The JRC's Camp Methodology recommends formulating broad challenges,

which are applicable to diverse regions and cities. Participants agree that this is a useful practice. Challenges should also be clearly framed as relating to the concrete problems of specific people.

Camps connect people and they connect their problems – you are forced to discuss complex and complicated issues with many people.

Challenges needed to be proposed by local people doing things in their region. You need the right people to take ownership and bring ideas further.

Challenges can be written in a way that others can easily relate to: broadly formulated at first, then reframed by the group to suit local situations. That allows solutions to concretely address local situations, be specific enough to work on afterwards, and also have value for other participants and regions.

Descriptions of the challenges should be content-specific, written in a way that others can relate to. For example, the challenge about the dormitory area in Tallinn is Tallinn-specific, but easily related to similar topics in other cities.

Make challenges as specific as possible. General challenges are difficult to relate to, and give little input for real issues we are dealing with.

Draft challenges in ways that remind teams that solutions should reflect the capabilities of the challenge owner.

More granularity is better – either in the neighborhood, or the topic. Not just ‘sustainable cities’, but green transport, green buildings, more gardens in a specific place.

Both at local and macroregional level, it is important to be clear about who the owners of the challenges are. Challenges should be based on what a city is really looking for.

That said, ‘challenging the challenge’ – questioning the assumptions and ideas behind the challenge, right from the beginning of the Camp – is an important aspect of the Camp methodology. This is especially important when the description is very specific.

Unfortunately, challenges which are formulated too specifically often miss a wealth of underlying issues which contribute to finding solutions or making them difficult to implement.

Although ‘specific’ does not necessarily mean ‘superficial’, it is essential to guard against taking problems and challenges at face value. This is done by devoting the first part of every Camp in exploring the deeper aspects of a challenge, first reframing them and then devoting time to exploring the opportunities that reframed challenges provide. In this way conventional wisdom about what a challenge is about can be circumvented and many assumptions about what lies behind an issue can be explored.

Groups need an opportunity to “Challenge the Challenge” – to discover if this is the real problem, the deeper issue to be tackled; to understand if the Challenge question is the right question to ask.

### **3. Active engagement**

Things don’t happen by themselves – it all depends on people and their commitment. So we should do our best to move forward with them.



You can change policies by engaging people – but you need to be practical enough to engage the right people.

Leveraging both the explicit and tacit knowledge embedded in the social fabric is important for achieving truly innovative results that key stakeholders commit to carry out. Engaging relevant stakeholders at universities, in the municipality, the local business community and at NGOs is essential for developing rich and robust results at Camps, and for taking these results into real-time prototypes in local communities.

Diverse kinds of commitment are needed for taking good ideas further: commitment from participants, important stakeholders, and challenge-owners is important.

Every group should have people deeply involved in the challenge, for example people from the district, and from the public sector, perhaps as challenge owners. Involve many different people: from the public and private sectors, from city and business, from different countries outside the Baltic Sea region, and also students.

Politicians and senior civil servants are seen as important for prototyping good ideas in practice.

It's important to have local participants (and especially from ministries) who can work together with their counterparts in the international context. You need strong relationship for local needs to be met.

Politicians on as high a level as possible needed to really change things in Lithuania.

By being present at Camps, challenge owners show that they take the participation in the Camp seriously. Being present both at the beginning of the Camp and at the end – when best ideas and proposals are presented – is important.

Pitching solutions at the end, and letting Challenge owners give feedback and ask questions, shows that Challenge owners really care. They see how hard people worked, and their presence shows that it is important to the challenge owner.

Participants invest their valuable time, expertise and engagement, so Camp organizers need to take them seriously, recognizing their contributions as important and providing facilities to facilitate what they need to take part effectively, be that timely information, adequate or inspiring workspaces, and good lunches.

Don't be wasteful: be aware of people's time, thinking power, and contributions

Good preparation is the key to a good camp.

Active engagement can be prepared in advance. Communication about why a Camp is being organized, the value of participating, and the role of the Camp in formulating and/or realizing policy objectives can contribute to both interest in taking part and enthusiasm for working with the results afterward. Making relevant information available in advance – to both participants and stakeholders – about the issues to be dealt with and the desired outcomes will help prepare organizations for their role in enacting promising solutions.

Things can be prepared before we come to the Camp, for example sharing experiences and homework for raising your competence level. For example, peer-to-peer reviews in each country, including the appropriate templates. Active engagement can be prepared in advance.

For participants, it is important to commit to the full duration of the camp.

You need to take part actively in the camp, staying for full days, not going away and coming back. People coming and going – and especially, leaving early – can disrupt the working process.

### The Stakeholders

Attracting key stakeholders is not always easy. They are often busy people, with full schedules. They may not understand the importance of Camps for regional innovation – and the benefit for their own work. Even if they do, committing to an innovation camp for three days – or even for two – is often a big step.

It's important to make key stakeholders part of the camping process – even if they are not able to be physically present, or only participate at part of a Camp, or only one or two of a series of Camps. One way to do this would be to create interesting activities to attract important stakeholders.

Create special roles for politicians, board members, university rectors, so they can experience camping, even for one day. These roles should reflect their own interests, for example in access to relevant experts, or as visiting speakers themselves.

Take advantage of existing international activities in the city where a Camp is being held. Or create new international side-activities, seminars on key themes that are being developed at the Camp, or smart events that partly overlap the camping period (perhaps for half a day or 1 day) and use them to attract high-level participants and decision-makers.

Ownership comes through evidence and experiences, so create small meetings where policy makers come to visit and see/experience things, and to show existing results and evidence in site visits. This supports 'evidence-based decision making'. Share the Camp spirit of entrepreneurial discovery and co-creation. You cannot hear about it or read about it. To understand and be inspired yourself, you must experience it.

Understand the timing of different projects, and invite project teams to participate at the right time.

Link Camps with meetings of other organizations and projects (for example, the Conference on Peripheral Maritime Regions (CPMR)<sup>3</sup>, or Eurocities<sup>4</sup>) with joint dinners, discussions, or a half-day camping experience.

For each Camp and each issue, identify relevant participants and 'market' the Camps by emphasizing the things that would be beneficial to them. We need to experiment more with this in the project.

## **4. People make the process work**

Working with the right participants is a key success factor. Getting the right people together to achieve something – specific to your region, but relevant to other regions.

It's all about the people!

Everything relies on people – and it is crucial to involve the right people

<sup>3</sup> <https://cpmr.org/who-we-are/>

<sup>4</sup> [http://eurocities.eu/eurocities/about\\_us](http://eurocities.eu/eurocities/about_us)

There are many ideas about who the right participants are. Diversity of participants is essential: local, regional, experts, entrepreneurs, business people, politicians, and young people.

The Camp needs a clear purpose and the right participants for that purpose: be it breakthrough, start-up, follow-through. People who can make strategic decisions should be there – otherwise it is just nice words, and difficult to avoid the ‘not-invented-here’ principle.

#### Diversity counts

Camps – and the capacity to co-create powerful proposals – thrive on the diversity of people and perspective present: young people, people from outside the macro-region, contrarian thinkers.

Engage entrepreneurs and business people, and engage people who want to make the world a better place.

Diversity is very valuable – people from different regions bring expert knowledge and experience; Coming together on one platform to ‘liberate something new’. And it is important for results to bring something ‘unusual’ – unexpected people with unusual perspectives.

Involve people from outside the organization to break the *echo-chamber effect*.

#### Young people add energy

Young people can bring new ideas and invent things that adults would not think of.

Mix different ages and different experiences in the groups. We should include young people and people who are eager to be part of an international space, eager to solve things.

Involve lots of students, this brings another dynamic: students propose more crazy ideas, they think more outside the box.

Even if people cannot be physically present, virtual participation – through Skype or Zoom, or some kind of short video interviews, which can be presented at camp – can be used to add their perspectives, thus making them part of the Camp process.

#### Pop-in participants can enrich the conversations

Enrich the working teams by including both a core group of participants – committed for all of the Camp – and an *enrichers group*: pop-in participants who can enrich both the content and the process. They can enrich the discussions with outside perspectives, relevant insights, and insider information. They may not be seen as full team members, so frame them beforehand as ‘enrichers’, not full-time group members.

#### The business perspective

Business community should be invited to participate in Camps from the beginning.

The business mind-set is an important element in group processes, especially when using entrepreneurial discovery to identify opportunities at the beginning of Camps, and later, when groups think about how to realize their ideas an entrepreneurial mind-set is especially useful. Many promising solutions, even in the public sector, depend on business for realization, and for most ideas business is part of the solution

Regions could come with a list of companies ‘looking for something’, then make and discover good matches! Business perspectives are essential in quadruple helix processes, so make business a stakeholder of Camps and their challenges.

Cooperation is best on the business level, not the political level. Organize cross-regional camps for business, for example with big SMEs, or startups, using spearheads like Smart Cities or Healthy Aging.

## 5. Rich processes & good facilitators

Rich processes need good facilitators.

Different aspects of the Camp process were indicated as enriching the professional practice and Camp experience of participants:

- Breaking out of patterns and habits
- Challenging the challenges
- 'Open your eyes' lectures in the morning
- Using visualisation to free the mind.
- Realizing you don't only have to talk
- Using tools like LEGO
- Methods to map the ecosystem
- The self-organizing workspace
- The prototyping space
- The 6 week – 6 month – 6 year roadmaps

Open, interactive processes like these should be more widely used – at all levels – starting locally, then regionally, then nationally, for addressing content issues, spreading lessons, and enriching results.

For some aspects of the Camp process – for example, a clear structure versus following emerging energy, or using fixed timetables versus following the needs of the group – there is no general agreement.

My stakeholders want it to be as concrete as possible

Structure is good, but *not* too much structure

However, most people agree that the self-organising design of the Camp process is a real benefit.

Camps are not academic conferences or 'production workshops' – so there is a steep learning curve for participants. The facilitator shouldn't tell you what to do.

Facilitation is important to support the self-organizing process in the group: helping people forget about their roles, and bring in their competences, talents, and expertise in different ways.

Self-organizing is not a familiar 'workshop' practice, and facilitators help create the space for self-organizing and room for this to happen.

The facilitator needs to be a strong personality, but not intervene too much.

If the facilitator is *too* present, telling up 'next steps' all the time, the self-organizing process doesn't work. Best is if he says: "this is the time available, so introduce yourselves and go to work!"

Facilitators are needed for a user-centric approach: then, even in a few hours you can generate a lot of new knowledge.

It's not about just 'sitting around the table and talking', but capturing insights and decisions. Facilitators help with this and also support the dynamics in the groups. Skilled facilitators are aware of power structures in groups and can help quieter, shyer people to contribute their insights.

A good facilitator can cope with dominant people and make the diversity work.

Good facilitators are needed to lead you through a 2-day challenge process and help you feel confident and comfortable, even if you are lost.

Definitely more insights when we're facilitated.

### *Play, provoke and disrupt*

Successful Camps use play, provocations and disruptions to help participants break out of mono-focus and group-think, and create a balance between hard work and the possible frustration of not finding easy answers. Playfulness allows people to relax and laugh, providing the down-time needed to maintain focus while searching for breakthrough perspectives. Play helps to build an atmosphere for dealing with serious issues.

It was wonderful to see how people bloomed, with their crazy ideas becoming actual solutions through using toys, drawings, theater and music, as we did in Aarhus.

Camps can be effective and also fun – they are not classical bureaucratic events.

The face-to-face interaction itself is an important part of the group process.

In an era of digital things, we lack face-to-face meetings; Camps give us real opportunities to work together and discuss things face-to-face. We are all human beings, and digital is not enough for the psychology of cocreation and meta-communication.

Working through Camps, we are reminded how face-to-face meetings can influence policy decisions.

It's about people convincing another people. Not just writing down how good it is, but making it personal. This is needed to overcome the 'not invented here' syndrome.

The public sector in my country needs more experience with these kinds of methods and events.

## **6. Document knowledge and meta-knowledge**

Accessible documentation is directly related to dissemination and continuity. Good documentation needs a simple format to leave behind for organisations that want to provide 'solutions across sectors', be they local authorities, NGOs, local industries, or knowledge institutions.

Accessible documentation can take different forms, and digital communication through the project website is an effective way to do this. Intangible things and meta-knowledge – for example, about how local government works in different regions, about the dynamics of intercultural communication and how interaction between countries and regions can be enhanced – should clearly be documented. Documenting lessons learned about

the camping process itself and how it was organized can help the organizers of future Camps become more skilled in running news Camps.

There is often a huge gap between local government and what really goes on in the streets, and what the municipal authorities there really know. This is meta-knowledge that really needs to be documented – this documentation builds a great knowledge base. Camps are capable of contributing to the ‘general mapping’ of how cities act on issues within the frame of the BSR project and its big questions.

Good documentation can help people take lessons from the Camps to support the work they – and their organizations – do outside the scope of a project like Smart-up BSR.

It would be valuable if different partners explain how they tackle their own challenges: learning takes place when people, regions and challenges are connected. It makes you think about different ways to solve problems and address issues. We already use Aarhus methods in other projects in our science park.

Two colleagues who came from Russia to Tallinn were very enthusiastic about the Camp process, and what they experienced in Tallinn will be applied in some way in St. Petersburg.

## **7. Continuity between camps: the importance of what happens after the camp**

### Process or event?

In the JRC’s Handbook, the Innovation Camp is described as a *process* and not an ad hoc event. It has phases of preparation, face-to-face sessions, and follow-up. Experience in Smart-up BSR underscores this.

In an age of eventification, participants at particular Camps often see them as one-off events. The importance of the process – what happens before *and* after the Camp should be made clear to everyone.

It’s the follow-up that makes the Camp worth doing.

In cities and regions where only one Camp is held, it is important to pay attention to the prototyping period after the Camp. That is when the *real* innovation work takes place. Early ideas are tested and improved, and in interaction with key stakeholders and end-users the promising solutions can be translated from prototypes to pilots.

The Smart-up BSR project logic is to provide a series of many Camps to achieve project goals. It is difficult to deal with complex issues in a two- or three day Camp: they cannot be solved in single, isolated events. For this reason, Smart-up BSR sees the project’s nine Camps as an ongoing process, not as one-off events.

In an extended process of this kind, it is important to create continuity between the camps.

Continuity is important to take promising proposals and good ideas further, beyond the face-to-face camping experience, and into the daily practice of the cities and regions they were developed for.

Take into account what has been done in previous Camps – don’t start from scratch each time.

Use the first day of each Camp to ‘plant them in the awareness’ of participants. Tell them, “For the next Camp, please report on what you have done”. Let people know that someone is waiting for these reports to learn how the possible solutions were used.

Outputs per challenge groups should be picked up in later camps – if not, you lose the commitment of challenge owners, and the ideas will not be used as solutions.

Some structure and orchestration is needed to overcome the difficulties of taking ideas, insights and good intentions from Camp to Camp. Larger project management teams are useful for orchestrating continuity, finding synergies, pushing practical issues onwards, and creating cohesive reports.

Make sure that a core team, with each region represented, is present at all the camps, so they can bring ideas back to life in their own regions

### Prepare for the follow-through

In the end, it's all about the follow-through, when ideas are developed further, prototypes tested in practice, and proposals can be enriched by user experience, so decisions can be taken about pilot projects and eventually about new policy. For this reason, it is important to prepare for this follow-through.

We need follow-up sessions after all Camps about how to bring ideas forward in your region, looking at the critical issues. And partners should have follow-up sessions with local stakeholders, to clarify thinking about how to make ideas work locally.  
Make this an outcome of the project.

If there are good things to prototype, you need to plan for further steps, otherwise there is more 'insecurity' afterwards. Plan the follow-up during the Camp, especially with the challenge owners. The follow-up is the most crucial part of the process

Use "spin-ins" to enrich ideas from previous camps – relevant ideas from regional practice that were not available during the Camp itself, but can be added later.

For participating organizations, the bottom-line is about using the outcomes of Camping in the region or city. Many participants believe that having some money available for prototyping would help make the process more effective.

Funding for prototyping is scarce, and commitment would be stronger if money is available for testing at least one good idea. Now you are expected to fund the prototyping yourself.

Some financing from partners to develop good ideas further would be good – with a little money you can test ideas, and discuss the results in next camps. Pay people a 'salary' for testing new ideas in practice – perhaps with a subsidy from the Interior Ministry or another stakeholder.

## **8. A living archive of innovative ideas**

As one participant expressed it: the series of Camps in the project should be seen as "building a living archive." How can Camps contribute to a *living archive*?

We are creating something of value together. You have to leave something important behind. The *living archive*. At the end of a project, we can document how we used the Camping methodology for local challenges and quadruple helix collaboration.

Have a central group of key project people who are present at each camp. Consider the formats you use for documenting – not only for capturing solutions, but for embedding a full documentation of

each challenge as a 'feedback mechanism'. This creates ownership of the documentation as well as the content proposals made at a Camp, and it strengthens the 'social knit of the groups'. And emphasize that people have an obligation to work with the documentation. Tell partners: "We are building this living archive, every time we meet".

We should reflect more: *both* immediately afterwards, and later. Very rich reflections need immediate, facilitated discussions. One possibility is to do this at partner meetings. Later on, interviews could be useful, and better than traditional questionnaires (which people don't always answer with full attention, or don't answer at all). Better are *one-on-one interviews*, with 'reflective questions', where participants can give feedback to themselves and to other people, and then reflect together.

At the end of a project, what has been learned can be documented, perhaps as an 'impact playbook' for the microregion. Using the example of The Europeana Foundation's *Impact Playbook* for cultural institutions<sup>5</sup>. This is intended to guide professionals through the process of identifying the impact that their cultural heritage institutions have, or is aiming to have, providing a common approach that can be applied throughout the sector. A similar impact playbook for innovation Camps would set up an impact framework, describe pathways, and provide a practical toolkit which people can download and use.

We have to know if we are creating impact.

An instrument like this would capture both lessons about content and about what has been learned about how to organise the camping process, and make this accessible for use in other projects throughout the region. There are tools that can help with this.

- *Mid-term reflection and new directions*  
Halfway through the project, ask each partner what they have learned, what their new questions are, what they need to make progress. Combine the best impressions, integrating new ideas with the original ideas to formulate better questions, challenges, and work processes.
- *Smaller-scale innovation camps*  
Key people from different partner regions can organize themselves between camps to make RIS3 more effective for macro-regions. It can be done to discuss specific issues on small scale, e.g. the 'central Baltic' or simply across borders in subregions, e.g. Finland & Estonia.
- *Best practice inventory*  
Another suggestion is to stimulate "dissemination thinking" by creating a 'Best Practices from Camps' inventory. This can be used in short presentations or publications – for example, for the Committee of the Regions and the European Parliament – about 'What RIS3 can bring you' and how projects like this can be a powerful channel for good practice.

High-level groups can also become motivated – and energized – when they are included as participants in Camps.

We can discover new ways to organize for addressing SDGs, for waking up Europe about the opportunities for implementing SDGs. For example, by engaging the Committee of the Regions' Climate Change ambassadors<sup>6</sup> at relevant Camps, and in this way leveraging existing movements or creating new ones.

<sup>5</sup> <https://pro.europeana.eu/post/introducing-the-impact-playbook-the-cultural-heritage-professionals-guide-to-assessing-your-impact>

<sup>6</sup> <http://epp.cor.europa.eu/press-releases/13-eppcor-members-become-ambassadors-of-the-covenant-of-mayors-to-strengthen-fight-against-climate-change/>



## 9. Creating a community for change

Enriching perspectives and broadening networks: it's all part of creating communities for change

In order to use Camps to create a 'community for change', there are many aspects that matter: the network function of Camps, relational factors like trust-building that come from working in an open and creative atmosphere, engaging people in activities to make their regions better, and the attention paid to documenting what is learnt.

Different factors work together to make Camps effective instruments for territorial innovation. The same things make Camps effective at transregional and transnational levels as well. Just as with regional issues, Camps allow projects and people to discover new ways to think about complex issues and organize for addressing them. Camps have great value for leveraging distributed intelligence, producing new ideas and developing new partnerships, and finding unexpected opportunities for implementing ideas in practice.

Create lists of 'learning highlights' by asking people: "*What could you carry on with, or take away to work with in your own region?*". Collect these 'Best Practices from Camps': idea nurseries, innovation gardening, service centers in shopping malls – make short descriptions and present them in small publications of things that have been made concrete, and can be copied and translated to other locations.

Processes like these can be enhanced by learning to codify this knowledge. Powerful Camp practices – *scaling the problem up, then scaling the solutions down*, working from a multi-perspective approach, and 'challenging the challenge' as given, can be passed on for use in other projects in participating regions, and made accessible for other macro-regions, other Interreg projects and innovation activities in an international context. As one participant said, "This could be a major method for doing transregional projects on challenge-based open innovation".

This is all part of the process of creating a community for change. As Project Leader Taina Tukiainen says, "You need local engagement, and many different projects, for creating impact."

## 5. Perspectives on using Innovation Camps in transregional and transnational projects

The Camp methodology and the practical process that drives it can be useful in addressing transnational and transregional projects – “challenges without borders”, as one participant called them – and other initiatives striving for mission-driven innovation.

We need more innovative methodologies for what we anticipate doing in Europe: better ‘mission-based’ work.

Large societal challenges are complex, and discovering the deeper issues and key leverage points needed for effectively tackling complex issues is something the camping methodology does well. This is especially important in projects requiring clear communication and collaboration across borders of language and culture. Broad common ground is required for this kind of initiative to be effective. And here too, the ‘bridge to the operational’ function is essential.

If the goal is, ‘make a better world’ – very little will happen. When the goal is, ‘sort your waste,’ many things are possible. Often Grand Challenges and SDGs are formulated in ways too difficult to act on. So Camps can go from the meta-level of big words and translate them from High-Level Goals to something doable at local and regional level. Real questions are required: ‘How should we work with aging society, with the economic challenges of demographics in a non-growth society?’

It's about finding a common set of questions to ask, and be addressed in Camp format.

Getting to the real issues is a central part of the Camp process. When ‘grand challenges’ are defined in terms of sets of agreed on global, regional and local objectives, innovative action and the effective scaling of solutions are possible.

Just as Smart-Up BSR is about piloting and experimenting with new solutions for societal challenges – climate change, circular economy, healthy ageing and smart cities – with the ambition to scale results and learning to the whole Baltic Sea Macro-region, initiatives around SDGs and other transnational issues can make use of Camps as methodologies for marshaling local, regional, and European buy-in, engagement and co-creation.

When you really want to develop an idea aimed at an SDG or grand challenge, (e.g. ‘wrapping meat without plastic’), you should also develop a plastic-free management authority. The broader the goal, the broader the solutions. First work with a specific goal and develop a specific solution. If we can broaden the scope, bring innovative ideas together, then implement them in other regions, this will support effectively working on SDGs.

The Camps should take place where SDGs goals are most urgent, even be at the level of a city or a neighborhood – there should be a really urgent or pressing need.

Camps organized early in a project bring clear benefits. One participant stated this clearly: “Every single large EU project should have a Camp in the beginning, to help participants learn to think and learn in new ways.”

### Creating something of value together: building capacities for transnational and societal innovation

Participants agree that there is a need for building the joint capacity for working together on difficult and complex issues. Some regions seem to be better at certain competencies, other regions excel at others. There are always things regions can learn from each other. But competence cannot be transferred by ‘cut and paste’; coached practice is required. Camps provide this practice.

Strengthening cross-regional competence could be the Camps' strongest side. And it works even better with more specific topics – then very intensive cross-regional cooperation is possible. Once you know your colleagues from all over the world, cooperation emerges from the topic when you enter the field of real applications.

The different workspaces that Camps create – the self-organized working space, the networking space, the prototyping space, the road-mapping space – are all invaluable for collaboration in international contexts. When facilitated learning at and between Camps builds on actual practice to codify knowledge at personal, organizational and regional levels, it provides lessons for transfer to other projects.

The practices that make Camps effective – working from a multi-perspective approach, waking people up to alternative ways of thinking about issues and assumptions, getting people out of traditional management styles, helping people take responsibility for their own self-organizing process, finding a common set of questions, 'challenging the challenge', practicing entrepreneurial discovery, 'scaling the problem up, then scaling the solutions down' – can also be codified and scaled to build broad macroregional innovation ecosystems and European regions of opportunity.

The methodology helps!

These 'secrets of a successful Camp' – as some participants have called them – can become the basis for working in continental communities for change, and contribute to major methods of working in transregional projects on challenge-based open innovation.

Of course, as one participant reminds us, "It only works if you establish the leadership to go with it".



## **Annex 1. People interviewed to help create the Quick Guide**

1. Svetlana Bazueva, Head of International Programs and Projects Office, ITMO University, St. Petersburg (Russia)
2. Patricia Broas, City planner, City of Kotka (Finland)
3. Sebastian Holmgård Christophersen, Project manager for Smart-Up BSR at Aarhus City (Denmark)
4. Kristiina Heiniemi-Pulkkinen, Innovation Adviser, Helsinki-Uusimaa Regional Council (Finland)
5. Marianne Huang, Associate professor, Aarhus University (Denmark)
6. Magnus Jörgel, Senior Strategist, Region Skåne (Sweden)
7. Anna-Kaarina Kairamo, Project manager Smart-Up BSR, Aalto University (Finland)
8. Angelina Korsunova, Principal researcher Smart-Up BSR, Aalto University (Finland)
9. Karolina Lipinska, Pomorskie Region (Poland)
10. Markku Markkula, 1st Vice-president, Committee of the Regions (Finland)
11. Agnes von Matuschka, CEO of Potsdam Science Park (Germany)
12. Jaanus Müür, Project manager for Smart-Up BSR at City of Tallinn (Estonia)
13. Bror Salmelin, Former adviser for Innovation Systems at the European Commission, DG CONNECT (Finland)
14. [Andrius Sutnikas](#), Klaipeda Science & Technology Park (Lithuania)
15. Dace Tola, Coordinator of Infrastructure development projects, University of Latvia (Latvia)
16. Taina Tukiainen Professor at Aalto University, Project leader Smart-Up BSR (Finland)
17. Jaanas Vahesalu, Head of Business Development, City of Tallinn Enterprise Department (Estonia)
18. Vidmantas Vaitulevicius, Coordinator of cluster projects, MITA Science Agency (Lithuania)
19. Anne Weingart, Brandenburg Ministry of Justice (Germany)

## **Annex 2. Smart-up BSR Partners**

1. Aalto University, Finland (Lead Partner)
2. Helsinki-Uusimaa Regional Council, Finland
3. Cursor Oy, Finland
4. City of Tallinn, Estonia
5. Ministry of Science & Education & Science of Latvia
6. University of Latvia
7. Liepaja University, Latvia
8. Agency for Science, Innovation & Technology (MITA), Lithuania
9. Klaipeda Science & Technology Park, Lithuania
10. Metropolitan Area Gdansk-Gdynia-Sopot, Poland
11. Brandenburg Ministry of Justice, for European Affairs and for Consumer Protection, Germany
12. City of Aarhus, Denmark
13. ITMO University, St. Petersburg, Russia