

Annual Report 2011

Nordic Innovation

Knowing. Creating. Sharing.

—

In 2011 we have worked proactively to facilitate innovation, cooperation, and initiatives and sharing competence in and between the Nordic countries, as well as interacting on the international arena.

—

This was the year we implemented the new Nordic Innovation strategy and profile; we changed our name to the more fluid “Nordic Innovation”, launched our new webpages and implemented a whole new graphic profile. Personal attendance, newsletters, folders, flyers, presentations and other material consistent with the new profile have played a part in making Nordic Innovation more visible both regionally and globally.

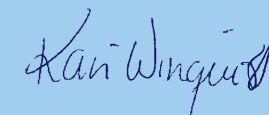
Nordic Innovation has been highly present in many channels this year, both in the traditional arenas and in the ever inventive social media. When we arranged a Nordic cooking competition we got great response from the strategic use of Twitter and Facebook, and reached young people all over the Nordic region. The winners (five young aspiring chefs) later took part in a large event called Nordic Days in Washington DC, serving a wholesome Nordic lunch to over 30 000 American school children.

By early 2012 both our managing director, communications manager and a few senior advisers will have taken on new positions outside of our organisation. We can safely say they will all be missed, as we at the same time look forward to continue achieving results together with our new colleagues and a new leadership.

We do have many results and activities to be proud of this year, and many more to come. One of the larger programs, Nordic Marine Innovation, has already become a networking success. Utilising a new and broader approach to facilitate and connect important players yielded no less than 15 innovative marine projects. In the same spirit, the Nordic Built programme points towards a more sustainable future, by connecting and committing top movers in the building and construction industry.

In this report we try to give an easy overview of our strategies and how we work to realise our goals. We briefly present a few chosen activities and results, but offer more details and also information about other activities and results on our web pages: www.nordicinnovation.org.

We hope you will find time to investigate our work further, and welcome your comments and participation through the channel of your choice.



Kari Winqvist

Managing director, constituted

Index



Forword



At a glance



Nordic innovators



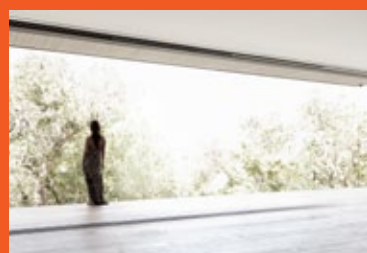
Nordic
Marine Innovation
programme



Nordic Innovation
2011



Selected numbers



The future
is Nordic Built



Projects granted



Publications



Nordic Innovation
personnel changes



NORDIC INNOVATION

At a glance

Our Vision

The Nordic countries as a world leading region for innovation and sustainable growth

Our Mission

We orchestrate increased Nordic value creation through international cooperation

Nordic Innovation works to promote international trade and innovation and create Nordic added value. Working under the auspices of the Nordic Council of Ministers, Nordic Innovation is a key player in implementing the Nordic trade, industry and innovation partnership program.

Innovation

Nordic Innovation defines innovation as new products, services, markets, processes or organisational models that create financial benefits or otherwise are of value to society. Innovation takes place in companies and with public sector service providers and is important in all industries and sectors.

Trade enhancement

By promoting cross-border trade, we mean measures that encourage new start-ups and market opportunities along with increased trade in goods, services and capital in the Nordic region and in the EU. In order for the Nordic countries to become an attractive region for investment, Nordic Innovation will help draw up shared regulations and standards.

Nordic added value

Nordic added value is gained when cross-border co-operation between organisations generates more value than would be the case by only working nationally.

For the period of 2011-2014 Nordic Innovation is dedicated to the following five strategic targets:

International overview and Nordic insight

Nordic Innovation aims to be the preferred operator or go-to organisation for international overview and Nordic insight among relevant stakeholders within the area of innovation and trade enhancement.

Developing new knowledge, platforms and tools for knowledge sharing and trade

Nordic Innovation works to create Nordic added value by initiating or facilitating strong networks and platforms for relevant Nordic players in order to stimulate innovation and break down trade barriers.

Working to improve conditions for innovation and cross-border trade

In order to create growth and sustainable change in the Nordic region, establishing the region as one market is key. Equally important is the utilisation of innovation resources in transnational cooperation.

Initiating cooperation and innovation

Growth, sustainable change and better welfare services in the Nordic region requires a better understanding of and a wider approach to innovation.

Implementing political initiatives, promoting results and Nordic business and innovation policy cooperation

In recent years the Nordic cooperation has initiated a string of globalisation initiatives. The main concern has been climate, energy, environment and welfare. A highlighted area is green growth.



Nordic Innovation works to stimulate innovation, remove barriers and build relations. This work can be summed up in the three words that make up the theme for the Nordic Innovation annual report 2011:

Knowing. Creating. Sharing.

Working to improve conditions for innovation and cross-border trade

Initiating cooperation and innovation

International overview and Nordic insight

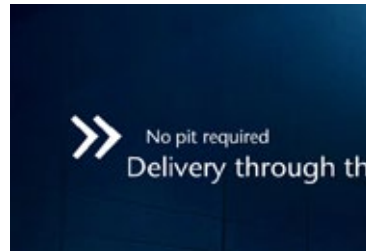
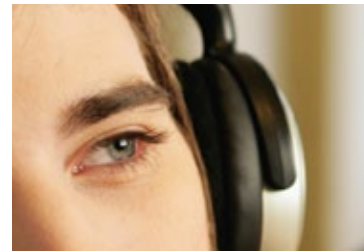
Developing new knowledge, platforms and tools for knowledge sharing and trade

Implementing political initiatives, promoting results and Nordic business and innovation policy cooperation

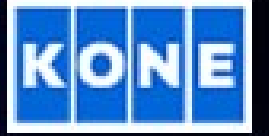


Nordic Innovators

*Here are a few
Nordic examples of
successful innovation:*

**KONE****SPOTIFY****BLUE LAGOON****TOMRA****ROTTEFELLA****AARSTIDERNE****ANGRY BIRDS**

NORDIC INNOVATION'S DEFINITION OF INNOVATION
"New products, services, markets, processes or organisational models that create financial benefits or otherwise are of value to society" calls for a broad approach to innovation, whereby there may be a number of sources of innovation and a number of types of innovation. Nordic Innovation is keen to encourage innovation in all industries and sectors, including in public administration.

**KONE**

The Finnish elevator company KONE reinvented itself and its mindset from being a company that makes elevators to be a supplier of People Flow®. This mental adjustment enabled them to conquer new markets and develop a new range of services.

KONE is a global leader in the elevator and escalator industry. Their People Flow concept is about offering the best people flow experience by developing and delivering solutions that enable people to move smoothly, safely, comfortably and without waiting in buildings in an increasingly urbanizing environment.

Providing industry-leading elevators, escalators and innovative solutions for modernisation and maintenance, KONE focuses on the needs of their customers in various segments. Segmenting the market according to the purpose of the building, their market includes residential buildings, hotels, office and retail buildings, infrastructure, medical buildings and special buildings such as leisure and education centers, industrial properties and ships.

We fix things before they go wrong
»» Cut total lifetime costs
Save energy and nature



SPOTIFY

Spotify, the Swedish online music player has conquered Europe by making music available for everyone with an online connection, no matter where or when.

The easy-to-use music sharing technology offers legal online music that's more practical and gives a better user experience than pirate copying (that has troubled the business for some years).

Their message is clear: "A world of music awaits - Think of Spotify as your new music collection; Your library. And this time your collection is vast: millions of tracks and still counting."

Flexibility allows Spotify to reach an even bigger market.

Spotify comes in all sizes, available for PCs, Macs, home audio systems and mobile phones. Wherever you go, your music follows you. The live solution means there's no download delays or need for storage on your disc. Both the free (ad-supported) and payable solutions appeal to different segments.

The recent platform collaboration with Facebook has added to the experience and opened up for even more users. "Music is social - Discover and share music with your friends."



BLUE LAGOON

Blue Lagoon is an innovative company in health, wellness and skin care, founded on a unique source of geothermal seawater that originates in Iceland's extreme environment.

Its operation is powered one hundred percent by this clean geothermal energy, and Blue Lagoon places strong emphasis on this fact when communicating a world of healing power, wellness and beauty.

The company has developed and offers a distinct concept of products and services either based on Blue Lagoon active ingredients - minerals, silica and algae - or the close proximity to the seawater and its raw natural surroundings. Constant

developments and strategic growth characterise Blue Lagoon's history.

By taking advantage of a unique geographical situation Blue Lagoon has become a market leader in the development of health related tourism, both in the area of spa and wellness and in developing medical treatments for psoriasis. It also develops and markets a skin care line based on the geothermal seawater's active ingredients.



TOMRA – SUCCESSFUL HANDLING OF EMPTY BOTTLES

Norwegian Petter Planke established the company Tomra together with his brother in the 1970s. It all started with an inquiry from a frustrated shop keeper, who was overwhelmed by a growing stack of empty bottles.

The goal was to make sure that people continued to return empty bottles to the shops for recycling purposes, without the added time and effort this cost the shop keepers. It resulted in an advanced technological solution to an environmental issue.

The Tomra solution was a unique and meaningful concept and there were no established competitors. With the reverse

vending machines Tomra had turned a hole in the market into a hole in the wall, so to speak. The idea was so successful that it established a whole new industry, of which Tomra now holds a 70% global market share, and a worldwide leading position.

Tomra has been working in the Nordic region through the years and have learned that in order to conquer new markets one has to be present, like in Sweden where Tomra established local businesses to secure the market.





Products

Team

About us

ROTTEFELLA.COM

PRODUCT WIZARD

Product Wizard

I am a year old

Male

I prefer:

Cross Country Skiing

Telemark

I go skiing

More than twice a week

Every weekend

A few times a year

My skill level is at:

Racing

Exercise

Tour

For the most part:

Classic

Skate

Backcountry

ROTTEFELLA

The Norwegian company, Rottefella, has focused on bindings, and only bindings, since the year 1927.

They have a simple message and overall promise to its customers: "We continue to craft superior bindings for Nordic and Telemark skiing. We refine and reinvent them - constantly, and distill the skiing insights of our Norwegian heritage into cutting edge technology. It's not just about better bindings - it's about who we are."

In addition to the constant product development, Rottefella offers innovative solutions for consumer relations. On the Rottefella website customers have the opportunity to order exactly the binding they want, by self-customising their order via the online tool, Product Wizard.

AARSTIDERNE

The Danish company Aarstiderne offers an accessible alternative for the growing group of consumers who are concerned with short travelled and ecologically grown produce. They present their idea as a simple one: "We grow our ecological vegetables on our own farms and package the best produce of the season in boxes, include some new recipes for tasty every day meals and deliver the box at your doorstep."

Starting with eco vegetables in 1999, Aarstiderne's selection has expanded and now includes fish- and meat packages in addition to the meal boxes that contain all the ingredients needed for a couple of healthy meals.

With their ecology blog, kitchen blog and online television channel, and a range of ecological products and recipes on their website, Aarstiderne offer a broader customer experience and sense of community. As their customer count grows Aarstiderne maintain that it is still all about the love for ecologic produce and tasty meals.



ANGRY BIRDS

The Finnish company, Rovio is an entertainment media company, and the creator of the globally successful Angry Birds franchise. Rovio was founded in 2003 as a mobile game development studio, and the company has developed several award-winning titles for various mobile platforms.

In 2009 Rovio released Angry Birds, a fun puzzle game for touchscreen smartphones that became a worldwide phenomenon.

The Angry Birds games have enjoyed continuing worldwide chart success, and the franchise has since expanded to a variety of new business areas. Rovio is rapidly expanding its activities in broadcast media, merchandising, publishing and services.



Nordic Marine Innovation Programme

Local and sustainable fish feed
Automated pin bone removal
North Atlantic Marine Cluster
Enriched convenience seafood

Algae network
Recruitment
Nordic marine marketing
Sustainable pelagic industry

Sustainable aquaculture

Fish counters

Bioactive seaweed
Quality standard for Nordic
Profitable Arctic charr



A total of 15 projects were approved for funding out of 33 applications to the Nordic Marine Innovation Programme. Together they will cover a wide range of topics within the sector, and tackle the major challenges that the program wishes to address.

The program is a joint Nordic effort to improve innovation capability, increase profitability and the competitiveness within the Nordic marine sector. This is the first time that Nordic and international innovation actors come together in such a way, in order to connect stakeholders from across the whole value chain of the marine sector.

The marine industry is of major economic importance to all the Nordic countries. Based on history, geography and tradition, each country has developed and refined different competencies in different areas of the marine sector. The program's primary studies showed that the Nordic countries could benefit tremendously by sharing, cooperating and taking advantage of each other's strengths. In addition to this, the program aims to improve the sector's innovation ability and help develop a sustainable and efficient Nordic industry that can thrive in an increasingly competitive global marine future.

Project kick-off in 2012

The 15 projects were officially launched at the first Nordic Marine Innovation conference in January 2012. At the opening Norwegian State Secretary Kristine Gramstad said that natural resources alone are not sufficient to secure competitiveness and economic prosperity. To succeed we need to be at the forefront in innovation, business environment, in human capital and in investment in infrastructure.



*Norwegian State Secretary,
Kristine Gramstad,
Ivar H. Kristensen and
Melita R. Halse.*



*Secretary General,
Nordic Council of Ministers,
Halldór Ásgrímsson and
Sigridur Thormóðsdóttir.*

Nordic Marine Innovation conference

Watch the highlights video from the conference.

*After that you may also like to see videos of some
of the presentations held at the conference.*



Gramstad also underlined that there is a need for growth in the marine sector, but this growth must be channelled in a sustainable direction. New approaches are therefore required, and she highlighted the importance of innovation to set the development on a new path.

- We wanted to create a multidisciplinary collaboration in this bottom up initiative, based on interest from the stakeholders in the sector, said Sigridur Thormodsdottir, who has been leading this program at Nordic Innovation.

- This is the right way to go to make the marine sector a strong sector in the future. Together the Nordic fish export is larger than China's. Because of its size the marine industry plays an important role in the green growth development towards a sustainable world, said Halldór Ásgrímsson, Secretary General for the Nordic Council of Ministers.

The program has emphasised the industries needs and their active participation. Concrete results and activities close to the market are also important. This was also clearly underlined by the 15 project leaders as they presented the different projects. Covering a broad range of issues from automatic pin bone removal, exclusive Nordic caviar and sustainable aquaculture to a student boot camp to attract new and young talent into the marine sector, the program should reach a wide audience and hopefully create a stronger and more competitive Nordic marine sector.



The Nordic Marine Innovation Programme consists of 15 projects with more than 100 persons involved. The projects all contribute to strengthen the Nordic marine sector and increase its value creation and competitiveness. The main goal of the program is to improve the sector's innovation capability and increase the profitability and competitiveness of the Nordic marine sector. The total budget is 109 million NOK.

Nordic Innovation has cooperated with several important Nordic actors on the Nordic Marine Innovation Programme; Innovation Norway, AVS, NORA, Icelandic ministry of agriculture and fisheries, Nordic working group for fish (AG fisk), Ministry of food, agriculture and fisheries in Denmark and Fiskimálaráðið on the Faroe Islands are all part of a consortium working to build a common Nordic initiative on marine innovation across the Nordic and West-Atlantic borders.

BUSINESS ORIENTED

A main premise of the program is to have businesses take ownership and an active role in the projects.

GOALS:

- Enhance the innovation capability in the Nordic marine sector and thereby its profitability and competitiveness in a global market
- Visualise the sector as an interesting sector with a vast potential
- Strengthen and establish B2B and B2R cooperation and support Nordic "value chains" - horizontal and vertical
- Create platform for multi-disciplinary/sectorial cooperation
- Cooperation with Canada
- Create Nordic value through more cooperation between Nordic and national innovation agencies

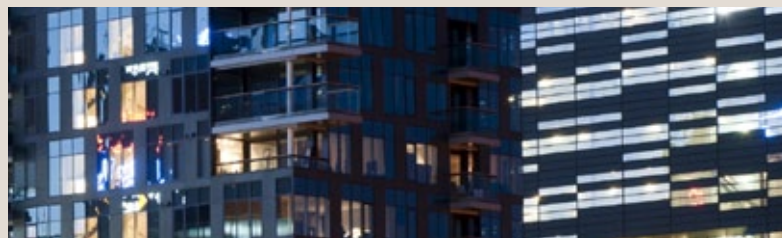
EMPHASIS ON:

- Industry needs and active participation
 - Concrete results and activities close to market
 - Sustainability
 - Innovation knowledge
-

Nordic Innovation 2011

Attending and arranging conferences, generating and presenting new knowledge and bringing the right people together are some of the ways we work to strengthen the Nordic region. The next pages show a few examples.





World Economic Forum: Fostering innovation across cultures

In September Nordic Innovation participated at the World Economic Forum Annual Meeting of the New Champions in Dalian, China. Innovation across cultures was one of the main topics and the main question was how organisations should foster such innovation, with strategic capabilities as drivers of innovation.

The World Economic Forum is an independent international organisation committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas. This is an important arena for Nordic Innovation to be present at and to take part in the discussions. Managing director, Ivar H. Kristensen, took the opportunity to highlight the need for companies to broaden their horizon when it comes to innovation.

He also pointed out that for companies to be able to work operationally with innovation across national borders, it is essential to establish a common language when talking about and understanding innovation.

The final conclusion of the session was that there is a need for a common understanding of what innovation really is, and that it also should be a greater focus on people rather than on technology.



Revealing the true cost of different building regulations in the Nordic countries

EUR 177 million per year is what society has to pay because the Swedes follow different building regulations than the Danes. The politicians are responsible, says Ole Norrback, Chairman of the Freedom of Movement Forum (FoMF).

Nordic Innovation and the FoMF initiated an investigation of the economic consequences for the border barriers within the Nordic construction industry. A report from this investigation shows that different building regulations in the Nordic countries each year cost the region approximately EUR 177 million per year, money that could actually be saved if the countries chose to coordinate laws and regulations.

In November border barriers in the construction industry as well as in other industries were discussed at a conference in Stockholm. Nordic cooperation, addressing differences in regulations that inhibit growth holds great potential.

By coordinating the Nordic construction industry, companies can more easily reach out to a broader market and thus have the possibility of greater profitability and development of new innovative and competitive products. This requires that each individual country take the other countries into account when introducing new laws and regulations. You can [read the report here](#).



CSR and Innovation Strategies in Nordic Companies (Lighthouse project)

The development and growth of the 500 largest companies in the Nordic countries is vital to the sustainability of economic growth in the Nordic region. Internationally the focus on good corporate governance has increased. The participation of the Nordic corporate world in the global market has sharpened the requirements and focus on innovative capacity, competitive strength - and social responsibility.

The Nordic region cannot compete on the basis of a low-cost labour market, but through knowledge and competence. The Nordic governments are generally concerned with the connections between Nordic cultural perceptions and business strategies, especially with an emphasis on equality and social responsibility.

The focus for this project is how and to what extent large companies in the Nordic region implement corporate social responsibility (CSR) and make this a major force for the development of innovation strategies.

The project is funded by Nordic Innovation and corporate partners.



Nordic Entrepreneurship Project (Lighthouse project)

Growth enterprises are essential for innovation as well as for economic growth and renewal. The overall framework conditions of entrepreneurship are good in the Nordic countries. As world leader in terms of innovation capacity, the Nordic region generates relatively many new firms but seems to lag behind in transforming the many start-ups into high-growth enterprises. A Nordic Entrepreneurship Monitor report on entrepreneurial activities in the Nordic countries was commissioned by the Nordic Council of Ministers in 2010. According to the Monitor, major challenges in the Nordic region concern entrepreneurial capabilities and entrepreneurship education as well as entrepreneurial culture and attitudes in society.

The goal of the project is to establish a Nordic Knowledge Centre for Entrepreneurship. Aims include better coordination of growth entrepreneurship and entrepreneurship education programs, establishing a regular policy forum for entrepreneurship, strengthening joint Nordic data and developing analysis and international benchmarks on growth entrepreneurship.

KNOWING

Nordic Entrepreneurship Conference

In October High-growth entrepreneurship and entrepreneurship education as common challenges and opportunities for the Nordic countries were in the spotlight at the Nordic Entrepreneurship Conference in Helsinki.

- High-growth firms are vital for the national economy, said Jyri Häkämies, Finnish Minister of Economic Affairs. Entrepreneurship education is important not only in supporting students in their career choice, but also give them access to valuable skills in life, for example the ability to think in new ways and to deal with changes.

NORDIC LIGHTHOUSE PROJECTS

The Nordic Trade and Industry Ministers have agreed on a new industrial and innovation policy cooperation program focusing on green growth. Six lighthouse projects were launched for the period 2011-2013. Nordic Innovation contributes to realise the projects together with the Nordic countries.

**Measured and Managed Innovation (MMI)
mid-term conference**

Watch the highlights video from the MMI mid-term conference. *voluptatem sequi nesciunt.*



100 companies take part in the program for Measured and Managed Innovation

Innovation is more than product development; it is about creating new value. This is essential for growth and profitability in all business sectors. In order to survive and remain competitive, companies must constantly innovate to introduce new products, services, processes, or business models which generate new value.

The Nordic Innovation program Measured and Managed Innovation (MMI) introduces a strategic approach to innovation management, which will help Nordic companies measure and focus their innovation efforts in order to increase their return on innovation and become more competitive. An important tool is the Innovation Radar.

100 Nordic company leaders participate in the program and take part in challenges in order to achieve successful innovation and building prosperity for the companies and the Nordic region.

The MMI mid-term conference for the participants in the MMI program was held in October, where the primary results of the program were presented. The 100 companies have attended Innovation Radar deep-dive workshops and had their current innovation strategy profiled. By exploring large and small companies across various industries we get an overview of the innovation focus in different Nordic companies.



Business Model Innovation in Tourism and Experience Industries

In April Nordic Innovation presented the Business Model Innovation in Tourism and Experience Industries program (BMI Tourism and Experience) at the 87th session of the OECD Tourism Committee in Paris.

Together with collaborative partner, OECD, Nordic Innovation work on adjusting the business model innovation tool, Innovation Radar, to the project. This work is done in cooperation with Kellogg School of Management. The Innovation Radar and connected deep-dive workshops will serve as the platform for applying strategic innovation management within the companies from Nordic and OECD member states.

The goal of the program is to create a broad testing ground for business model innovation and green growth in the tourism and experience industries. Aiming to assess at what level innovation takes place in the tourism and experience industry today, including green innovation, and also derive what lessons could be drawn from getting specific Nordic-OECD cross-national company insight using the same approach.

The processes should induce a shift in mind set within the participating companies and help the managers embed innovation as a natural factor for company growth. By benchmarking companies from both Nordic and other OECD countries, a thorough understanding will be gained from good company cases. The results of the project will show the way forward to other companies in the tourism and services sectors.

CREATING



Directing media attention to troublesome Nordic customs policy

The VAT-deposits that some of the Nordic countries require for crossing the Nordic border with leased construction machinery is so costly it puts smaller leasing operators out of business, and in effect, hinders cross border trade.

In March Nordic Innovation arranged a round table discussion between Nordic finance and customs authorities, in order to address this situation. This is a complex issue as the legislation and policies vary from country to country.

In order to give those present a concrete example, Rolf Andersen, who runs a crane leasing business, explained how he

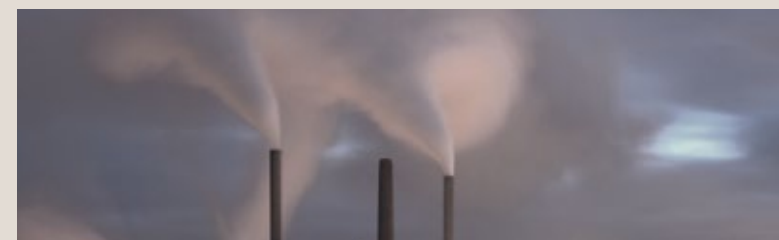
has to mortgage his own home in order to raise the cash deposit required to bring a leased crane temporarily into Norway. Too often he has to turn down an order because the deposit exceeds the value of his house.

In short the meeting led to a very important discussion and some media attention. Shortly after the meeting, and the following media coverage, the Norwegian government officially put the issue on its own agenda.



Nordic Built (Lighthouse project)

The Nordic Built programme is launched to help realise the vision for the Nordic region - to be a leading innovative region in green growth and welfare. Innovation and entrepreneurship is seen as key to solve the major global challenges that we are facing. Nordic Built is one of the major programs on the Nordic Innovation agenda for the next few years. The program is covered in more detail further back in this annual report.



Expertise in carbon capture and storage

NORDICCS, a Nordic user driven competence centre for realisation of carbon capture and storage, has been launched at SINTEF Energy in Trondheim, Norway. In total, 35 million NOK will be invested by the Nordic countries over a four year period.

The main objective is to boost the deployment of carbon capture and storage (CCS) in the Nordic countries by creating durable networks, boost innovation, and develop joint actions and processes to increase industry-driven innovation within CCS.

This could be part of the Nordic effort on climate change mitigation and enable the Nordic countries to join forces to become pioneers in a large scale implementation of CCS.

The competence centre, operating under the Top-level Research Initiative, will develop a Nordic CCS platform for joint industry-research cooperation by involving major Nordic CCS stakeholders. Industry needs will in particular be addressed.

NORDICCS provides Nordic industry-driven leadership within CCS innovation, and will strengthen the competitiveness of the region.



Public Procurement and Innovation within the Health Sector (Lighthouse project)

The Nordic Ministers of Trade and Industry have decided to launch a Nordic program on innovation within public procurement with focus on health care.

Public procurement is the process by which governments, departments and agencies purchase goods and services from the private sector. Pre-commercial procurement and innovative public procurement could contribute to both better health services and development of the Nordic supplier industry. How to use public procurement more strategically is high on the agenda in all Nordic countries.

The project will focus on health care, but it will have a broad approach in order to include other parts of the welfare system where appropriate. The objectives of the program are firstly to develop a robust model for Nordic cooperation in this field that provides stakeholders and member states with a clear understanding of how to undertake pre-commercial procurement and innovative procurement in the health care sector. Secondly the project intends to develop joint websites, workshops, guidelines and other tools to facilitate sharing of relevant information for procurement cooperation and sharing of best practice.

Nordic Innovation is secretariat for the program and responsible for facilitating the progress of the program and will partly fund the activities in the program.



Communicating Nordic Green Solutions (Lighthouse project)

This project is about marketing Nordic environmental technology skills. Nordic Innovation made a mapping in 2011 that will be used for an analysis of possible complementary activities in relation to national efforts to enhance green companies in the Nordic countries.

Making a global breakthrough is a challenge for growth companies in the Nordic countries. Still, there is one area where Nordic companies excel in terms of expertise; namely environmental technologies. This must be utilised more effectively, because even though the Nordic countries are strong players in this field, studies show that environmental technology industry has an untapped market potential in emerging markets.

Combined, the Nordic countries form the world's 10th largest economy, and companies in each country have much to gain by coming together to exchange information and experiences.

The purpose of this project is to highlight the Nordic competence on environmental technology and services. Communicating Nordic environmental technology and services in third world countries will bring significant Nordic added value, and strengthen the Nordic companies' global competitiveness.

Nordic Innovation will serve as the secretariat and be responsible for keeping the project together.

SHARING





Nordic Innovation Forum – Nordic Cooperation on Business and Innovation (Lighthouse project)

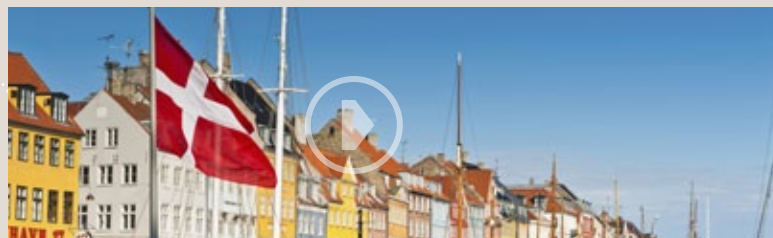
The Nordic Ministers of Trade and Industry have emphasised the importance of Nordic cooperation to meet the challenges the countries face due to climate changes and global competition.

The program focuses on innovation and how innovation can enhance the transformation to an economy based on green growth and simultaneously secure welfare for the Nordic citizens. It is through insistent innovation that the Nordic countries can be in the forefront, create new jobs and maintain competitiveness.

Nordic Innovation Forum creates a platform and a holistic framework for Nordic and national initiatives enhancing innovation within green growth and welfare. Representatives from the industry, innovation agencies, government, research and education will be gathered together in the forum for dialogue and exchange of knowledge and experience.

Nordic Innovation Forum introduces international knowledge and methods for innovation, green growth and welfare to the Nordic countries, and will deliver an ambitious agenda and a plan of ground breaking initiative on how Nordic cooperation can be further strengthened resulting in increased competitiveness of the Nordic region.

The overall aim is to stimulate green growth and welfare through innovation. The project is funded by Nordic Innovation and corporate partners.



Closer cooperation among European clusters

In May, the NGP Excellence Cluster Conference 2011 was held in Copenhagen. With 450 people from 27 countries, it was the biggest event of its kind this year. European managers and employees working with clusters in different types of industries participated alongside politicians and other decision makers within the field.

The conference was co-organised by Nordic Innovation and the Danish Ministries for Science, Technology and Innovation. With its various workshops and lectures, and organised networking for cluster leaders, the conference was a unique opportunity to establish contacts and exchange experiences. In addition analysis on how to promote innovation, productivity and economic growth were presented.

The results of a large benchmarking exercise show that more clusters are eager to develop in cross border cooperation between businesses and organisations. The benchmark also shows that those who are already facilitating international cooperation have better performances. Nordic Innovation believes that this is crucial for future growth. The NGP cluster conference was an important step to prepare the Nordic region for the future.

NGP Excellence Cluster conference

Watch the highlights video from the NGP Excellence Cluster conference. After that you may also like to see other videos related to this event.



SHARING



**Nordic Food in DC Schools**

Watch the video about the cooking competition and the trip to Washington DC. After that you may also like to see the competition video (in various Nordic languages) and some of the video responses.

**Nordic Food in DC schools, Washington DC**

In October the 5 winners of Nordic Innovation's cooking competition for young chefs, travelled to Washington DC to make Nordic food to 30 000 American school children. The contest was a part of the cooperation between the Nordic embassies in the US and Nordic Innovation; teaching North Americans about healthy, Nordic food. The branding of Nordic food culture abroad usually revolves around gourmet experiences. This project was something quite different and reached an entirely new audience. Here is what one of the young chefs had to say about the experience:

My name is Magnus Westling, I'm 21 years old and study Culinary Arts and Ecology at Örebro University. I work as a cook at Wij Trädgårdar during the summers. At the time when I saw the competition on Twitter I was really eager to get more experience in food-related activities. In this particular competition I also had the opportunity to share my own knowledge and university experience.

In Washington, us young Nordic chefs both worked in kitchens and got to talk to the people who fight for better food in these schools. We discovered a whole spectrum of complications that get in the way of serving good, tasty and healthy food for the school kids. This was really important because we learned about the contrasting differences between systems, and this in turn enables us to keep the good and change the bad.

The far greatest experience was to meet all the great people involved in this, and I'm so thankful to have been a part of it. Thank you!

SHARING



We financially supported
32 projects
with a total of
75.220 mill. NOK



The major investment in 2011 was the
Nordic Marine Innovation Programme
under which fifteen projects received funding.



we finalised
55 projects
and
24 events

about
5000 people
attended Nordic
Innovation events

we posted
90 articles

... and
published
24 reports

ending up in
300
visitors
each day



@nordicinnovation.org

About 30 000 school children
in Washington DC were served Nordic
food during the Nordic Food days



The future is Nordic Built

Nordic Built is one of the Nordic Lighthouse Projects initiated by The Nordic Council of Ministers. The program is launched to help positioning the Nordic region as a leading innovative region in green growth and welfare.

Nordic Built is aimed at accelerating Nordic competitive concepts for a sustainable built environment. Nordic Innovation serves as the program secretariat and the program is set to run from 2011 to 2014.

Nordic Innovation has made the challenge of high energy use in buildings a main priority and Nordic Built will build on existing activities to further enhance the unique position that the Nordic region holds concerning development of global solutions for a sustainable built environment.

Already the region delivers a range of single components for low energy buildings. The Nordic countries are also known for high quality design and architecture. Combined with strict regulations and high ambitions, the Nordic countries possess the ingredients necessary to ensure the development and export of energy efficient solutions to a global building sector.

However, despite these strongholds the region has yet to take ownership of sustainable and energy efficient building, and has not been able to capitalise on its advantages.

By taking advantage of existing synergies and pushing together for higher ambitions, the Nordic region can position itself as a leading supplier to sustainable and energy efficient buildings.

In order to achieve this objective, Nordic Built will be carried out in three stages, covering a range of interconnected activities that build on each other.



Module 1 – The Identity

The first task for Nordic Built was to identify the core of the Nordic building sector; characteristics that differentiate it from other parts of the world. A clear and strong Nordic identity and a common goal will benefit Nordic companies by highlighting the potential, capacities and ambitions of the Nordic building sector, and concepts developed on this identity.

The first step in this process was to gather 65 top-leaders from all Nordic countries and from all parts of the building sector at Nordic Built Arena, a hands-on conference in Copenhagen (February 2012). The participants were divided into seven groups: Retrofitting, New Building, Materials, Design, Indoor, Urban Living and Financing, and their assignment was to discuss and define common opportunities and challenges, and to work out ambitions and actions for the Nordic building sector.

One of the speakers at Nordic Built Arena was Martin Lidegaard, the Danish minister for climate, energy and building, and he applauded the initiative.

- Politicians can make regulations and incentives but we cannot make things happen in practice. I am looking forward to be presented with ideas and solutions on what the building sector can do to take a move right here and now.

The main conclusions from Nordic Built Arena are molded into 10 principles on which the Nordic building sector will strive to create a sustainable built environment. The principles are included in the Nordic Built Charter, and will provide a foundation for the following stages of the program.

Module 2 – The Challenge

The next step in the program is the challenge competition, where innovators from and beyond the building sector will compete to reduce energy use in one or more existing buildings. The competition will bring forward new ideas, new actors and new teams as well as bring attention to the issue and to Nordic Built.

The winner will be awarded a grand prize and the finalists will all receive support and advice for the development and commercialising of their ideas. It will be an open competition, within certain frames that will make sure the ideas are qualified technically, financially and also in regard to implementation.

Module 3 – The Change

Nordic Built aims to bring existing national efforts together in order to reduce duplication and also to give national efforts a Nordic boost.

The idea is to facilitate a common Nordic effort and launch coordinated calls that seek to address the same issue from different angles: how can we accelerate sustainable concepts for a sustainable built environment? Nordic Innovation will simultaneously launch a joint Nordic call to ensure collaboration. The added Nordic value of the three modules combined will provide momentum and acceleration for the extensive Nordic efforts to solve a key challenge: The existing building stock.

Nordic Built is launched to help realise the vision for the Nordic region: To be a leading innovative region in green growth and welfare and to accelerate Nordic competitive concepts for a sustainable built environment.

The program was approved by the Committee of Senior Officials for Business and Energy policy (EK-N) in 2010 and is led by the Danish Enterprise and Construction Authority (EBST), with Nordic Innovation as program secretariat.

Nordic Built is part of the Nordic cooperation program for Innovation and Business policy, and also one of the globalisation initiatives initiated by the Nordic Prime Ministers. It is a clear goal to have close relations to national innovation and funding agencies and programs.

The program will be carried out through the execution of three modules in the time span 2011-2014.

It is funded by Nordic Innovation and corporate partners.

Projects granted in 2011

Here is a list over some projects that received funding in 2011. Please check our website for more information

Branding of the Nordic Region // 10134
Green Business Model - Innovation for Nordic Growth // 11003
Nordic Fashion Biennale 2011 // 11005
Nordic Experiences: Corporate Social Responsibility and Innovation Strategies in Nordic Companies // 11008
Innovation Forum // 11012
Clinical Research and Innovation // 10121
Nordic - European Public Investor Initiative // 11031
Public Sector Innovation Radar // 11041
Nordic to Global // 11061

Marine Innovation Projects

Enriched convenience seafood products // 11057
The North Atlantic Marine Clusters // 11058
Automated Pinbone Removal In COd and WhiTefish (APRICOT) // 11056
Local fish feed ingredients for competitive and sustainable production of high-quality aquaculture feed // 11065
Developing a Certifiable Quality Standard for Nordic Caviar // 11067
Fremtidens Fiskedisk (Tomorrow's fish counter) // 11070
Novel bioactive seaweed based ingredients and products // 11071
Nordic Marine Marketing // 11072
Industry-Academia Interaction in the Marine Sector (InTerAct) // 11073
Innovative fish counters // 11074
Pelagic Industry Processing Effluents, Innovative and Sustainable Solutions - PIPE // 11079
Profitable Arctic Charr Farming in the Nordic countries // 11081
Nordic Algae Network // 11083
WhiteFishMaLL (North Atlantic Whitefish Marine Living Lab) // 11087
Aquaponics NOMA - New Innovations for Sustainable Aquaculture in the Nordic countries // 11090

Publications in 2011

In 2011 Nordic Innovation published 24 reports in addition to other publications. Here are a few examples. These, plus the rest of our publications can be found and downloaded for free at our website.



Nordic Innovation, like other organisations under the Nordic Council of Ministers, has a policy of fixed term contracts with maximum four + four years; and several advisers were heading for the end of their term this year. As the fixed term policy is nothing new, the organisation is rather prepared for these kinds of situations.

- Although we do suffer a great loss of competence and some wonderful colleagues we may also embrace the possibilities that lie in bringing new competence and fresh views into the organisation, says Kari Winqvist, HR manager and Constituted Managing director at Nordic Innovation.

In order to prepare for the departures in 2012, Nordic Innovation added both experienced competence and new talent to the organisation during 2011.

People who take on new challenges outside Nordic Innovation

Ivar H. Kristensen, Managing director, Norway

Melita Ringvold Hasle, Communications manager, Norway

Hilde M. Helgesen, Senior innovation adviser, Norway

Sigríður Thormóðsdóttir, Senior innovation adviser, Iceland

Marcus Zackrisson, Senior innovation adviser, Sweden

People who joined Nordic Innovation in 2011

Hans Fridberg, Innovation adviser, Denmark

Eija Laineenoja, Senior innovation adviser, Finland

Arvid Løken, Senior innovation adviser, Norway

Rasmus Wendt, Senior innovation adviser, Denmark

Malin Kock, Communications adviser, Finland

Kristoffer Barbøl Vikebak, Project manager, Norway

Elisabeth Smith, Innovation/administration adviser, Norway

Nordic Innovation personnel changes 2011

Looking back

Among those who left Nordic Innovation at the very beginning of 2012 are Managing director Ivar H. Kristensen and Communications manager Melita Ringvold Hasle.

Together they have worked on the development of a more targeted and result-oriented Nordic Innovation.

- A user poll in 2008 showed that a big part of our target group didn't know what Nordic Innovation was at that time. We can easily say that this has changed, and the profile has gone from quite wide to much more gathered and strategic, Ringvold Hasle says.

The poll also motivated the organisation to work more actively on its understanding of the term innovation. Nordic businesses saw innovation as something complicated and far away from their work and therefore it was important to stress a holistic approach, or in other words: Innovation as a new or improved process, service, product, business model or organisation that creates economic or other public value.

- Another important change is the way the organisation looks at the world. From being a geographically Nordic institution, we have added an international level to our work, which I see as a very important step in the right direction, Ivar H. Kristensen states.

Kristensen and Ringvold Hasle say they will look back on the time in Nordic Innovation with pride, as they leave the organisation for new challenges.

- To work with so many skilled and inspiring people from different cultures has really been a great experience, Ivar H. Kristensen says, and Melita Ringvold Hasle agrees.

In the first months of 2012, Ivar H. Kristensen enters his new position as Secretary General at Tekna and Melita Ringvold Hasle as Nordic Head of Branding and Communication at EnterCard.

**Ivar H. Kristensen***Managing director***M** + 47 92030 359**E** i.kristensen@nordicinnovation.org**Arvid Løken***Senior innovation adviser***M** + 47 995 01 646**E** a.loken@nordicinnovation.org**Hans Christian Bjørne***Senior innovation adviser***M** + 47 990 09 969**E** h.bjorne@nordicinnovation.org**Melita Ringvold Hasle***Communications manager***M** +47 95 12 19 83**E** m.hasle@nordicinnovation.org**Eija Laineenoja***Senior innovation adviser***M** + 47 910 02 196**E** e.laineenoja@nordicinnovation.org**Hans Fridberg***Innovation adviser***M** + 47 469 20 340**E** h.fridberg@nordicinnovation.org**Kari Winqvist***HR/Administration manager***M** +47 99 70 04 12**E** k.winqvist@nordicinnovation.org**Eili Vigestad Berge***Senior innovation adviser***M** + 47 414 63 434**E** e.berge@nordicinnovation.org**Haukur Stefánsson***Senior administration advisor***M** + 47 930 55 131**E** h.stefansson@nordicinnovation.org**Elisabeth Smith***Innovation/administration adviser***M** + 47 977 47 082**E** e.smith@nordicinnovation.org**Hilde M. Helgesen***Senior innovation adviser***M** + 47 416 86 571**E** h.helgesen@nordicinnovation.org**Gaute Rossnes***Senior communications adviser***M** +47 995 54 341**E** g.rossnes@nordicinnovation.org**Johan Englund***Senior innovation adviser***M** + 47 938 24 553**E** j.englund@nordicinnovation.org

**Jørn Bang Andersen***Senior innovation adviser***M** + 47 975 40 408**E** j.andersen@nordicinnovation.org**Malin Kock***Communications adviser***M** +47 95 92 49 53**E** m.kock@nordicinnovation.org**Rasmus Wendt***Senior innovation adviser***M** + 47 469 34 360**E** r.wendt@nordicinnovation.org**Kari-Ann Thon Kristiansen***Senior innovation adviser***M** + 47 977 29 649**E** k.kristiansen@nordicinnovation.org**Marcus Zackrisson***Senior innovation adviser***M** + 47 941 70 557**E** m.zackrisson@nordicinnovation.org**Sigridur Thormodsdottir***Senior innovation adviser***M** + 47 915 76 577**E** s.thormodsdottir@nordicinnovation.org**Kira K. Krog***Senior administration advisor***M** + 47 906 00 942**E** k.krog@nordicinnovation.org**Natalia Glette***Senior innovation adviser***M** + 47 410 45 211**E** n.glette@nordicinnovation.org**Skule Storheil***Senior adviser, administration and IT***M** + 47 909 82 760**E** s.storheil@nordicinnovation.org**Kristoffer Barbøl Vikebak***Project manager, Norden i Fokus, Norway***M** + 47 45 51 72 72**E** k.vikebak@nordicinnovation.org**Petra Nilsson-Andersen***Senior innovation adviser***M** + 47 902 71 233**E** p.nilsson@nordicinnovation.org**Yvonne Haugen***Communications adviser***M** +47 936 96 512**E** y.haugen@nordicinnovation.org

Nordic Innovation is an institution under Nordic Council of Ministers that facilitates sustainable growth in the Nordic region. Our mission is to orchestrate increased value creation through international cooperation.

We stimulate innovation, remove barriers and build relations through Nordic cooperation