

ACTION PLAN
**INNO Industry - Improving Innovation delivery
of policies within 4.0 industry in Europe.**

RISE, RESEARCH INSTITUTES OF SWEDEN

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Part I – General information

Project: **INNO Industry -
Improving innovation delivery of policies within industry 4.0 in Europe**

Partner organisation: **RISE Research Institutes of Sweden**

Country: **Sweden**

NUTS2 region: **NMS, North Middle Sweden**

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Part II – Policy context

The Action Plan aims to impact: X Investment for Growth and Jobs programme
European Territorial Cooperation programme
X Other regional development policy instrument

Policy instrument initially addressed: ERDF Programme 2014-2020, Operational programme for investments in employment and growth (insatsområde3: att öka små och medelstora företags konkurrenskraft)

The North Middle Sweden regional program has focused on four priority axes:

1) strengthen research, technical development, and innovation, one main objective is to increase the amount of innovative SME. 2) Increase the access to, use of and the quality of information and communication technology 3) Increase competitiveness in SME, the objective is to increase the number of new companies with growth potential, 4) support the change to a CO2 free economy.

The analysis for North Middle Sweden indicates that the region has several areas of strength to build upon, but it is also important to encourage the emergence of new areas of strength. Continued work on strengthening innovation and systems should therefore focus both on existing areas of strength with greater attention to gender and on supporting innovation processes in a broader range of sectors. The analysis also identifies a possibility of developing existing clusters and deeper cluster collaboration in new areas, contributing to greater innovativeness in companies and increased collaboration between enterprises and research institutions. The priority area 3, on which INNO

Industry project focuses on, needs improvement in policies for structures and innovation systems. Improvements that generate strengthened research, technical development and innovation. The project INNO Industry focuses on Industry 4.0 as a base for development, but the policy updates will in the end have a broader impact.

The ERDF Programme area 3 finances support to SME to increase their competitiveness and innovative skills and to increase the number of new companies with growth potential

The implementing body of the program is the Swedish agency for economical and regional growth, Tillväxtverket in cooperation with the different regions in North middle Sweden (NMS), Gävleborg, Dalarna and Värmland. Rise, the Research Institute of Sweden AB is a partner in INNO Industry and has an active role in the North Middle Sweden region as a regional innovation node and as a cluster process leader for the national Vinnväxt cluster called "Propell Innovation" former "Fiber Optic Valley". One important area for Rise in North Middle Sweden is on helping SME to develop their digital skills which is deeply connected to the INNO Industry project.

Influence of INNO Industry: The learnings from INNO Industry influenced the final calls for the ERDF program in the North Middle Sweden region. The operational program for investments in employment and growth area 3, increase the competitiveness of SME where the remaining funding in the call which was open between 23rd of April 2020-to 7 may 2020, was allocated (1,2 MEuro and 1,2MEuro co-financing) one third of the total sum was allocated to the region of Gävleborg and the digital transformation of the industry. 50% was dedicated to the digitalization of SME via clusters. The overall project was called "We transform" and the sum used for digital transformation of SME was 1,2 MEuro. The decision was made on the 20th of June 2020 by the partnership of North Middle Sweden

New features of the project and call was

- a) Support and advice to SME by Rise and digital expertise companies in the region
- b) Simplified, faster application process to get access to competence

Especially point a) led to **new projects** which would not have been funded without this change, influenced by INNO Industry. In addition, we will monitor and report the total amount of companies getting support due to the project.

Additional Policy instrument addressed: ERDF operational program 2014-2020, program area 1 strengthen research, technical development, and innovation and the regional funds and the regional funds in Gävleborg, Dalarna and Värmland, which supports several schemes, amongst others feasibility studies, individual and collaborative R&D&I projects of companies, or investments in technologies.

Influence of INNO Industry: The learnings from INNO industry influenced one call for digital transformation of industry in the region of North Middle Sweden. It was the call in April 2020 where Inno Industry project through project partner Rise had a very strong influence.

Joint effort of regional stakeholders involved

To collect all relevant information, facilitate co-development of actions and to ensure broad acceptance of actions, RISE gathered representatives of the regional government and all relevant

innovation support intermediaries as well as some companies in joint stakeholder meetings once every semester during the timeframe of the project.

The open, interactive, and structured exchange of experience of the regional players on digitalisations issues transforming the industry as well as on interregional topics is appreciated by the stakeholders.

SWOT ANALYSIS of North Middle Sweden regional policies regarding industry 4.0

As starting point for mutual learning and the development of actions for improvement all partners analysed the status quo, i.e., **strengths, weaknesses, opportunities, and threats** of:

- **regional policies for Industry 4.0 with focus on the industrial transition to adapt to the new challenging environment.**
- **already existing cluster activities to support digital transformation.**

RISE organised on 2:nd December 2019 a workshop with 14 participants representing:

1. The Swedish Agency for Economic and Regional Growth
2. The Regional Government, Region Gävleborg
3. The Regional Government, Region Värmland
4. The Dalarna University
5. The University of Gävle
6. RISE Research Institutes of Sweden
7. The cluster Compare
8. The cluster Triple Steelix
9. The cluster Fiber Optic Valley (Propell Innovation)
10. The cluster IUC, Industrial Development Centra

The main dimensions for the SWOT were:

- **Relevant Policies (Strategies and Funding Programmes) for clusters and/or digital transformation.**
- **Support for companies / cluster members for digital transformation**
- **Support for cluster management (or similar) organisations**
- **Main players: coordination & interaction in triple helix**
- **Cluster activities to support digital transformation**

1 SWOT Overview of North Middle Sweden region

Dimension	Strengths	Weaknesses	Opportunities	Threats
Policies (Strategies and programmes) <ul style="list-style-type: none"> • Very strong focus on digital transformation of industry on national and regional level, • High level research and Innovation in the • World leading companies operates in the regions • Well-developed digital-transformation-clusters in the region (Compare, FindIT, Fiber Optic Valley), • Funding programmes are well used in transformation projects • Well established innovation system 	<ul style="list-style-type: none"> • Gap between big and small companies. • Lack of national coordination • Communication between the different actors in the innovation system is low. • Sometimes many small programs apply from on a national level, hard to understand what to look for. 	<ul style="list-style-type: none"> • Digital Europe' • Digitalisation prioritized • Existing and coming programmes for support of digital transformation • Many supporting players • Increased cooperation between regional S3-arenas • Increase international visibility and cooperations 	<ul style="list-style-type: none"> • Changes on labour market: loss of jobs, lack of skilled people needed for new jobs creation of new, lack of awareness for life-long-learning need • Too dependent on a few strong people in the innovation support system. 	

- Many regional companies are already well
- Experience from running digitalization projects nationally

- Position North Middle Sweden as a testbed
- Participation in European programs as COSME, Vanguard

Support for companies / cluster members

- Annual Lean conference, competence network in Värmland arranged by IUC (Industry development Centre).
- Lab facilities for Lean factory and Additive Manufacturing are available at Karlstad University.
- CTF, Service research centre, information about different open calls and how much financing enterprises can access. Consultancy in both digitalisation and available methods and tools.

- In general, the maturity of digitalization are low
- The industries are using old robot technology
- In general, very low knowledge in digitalization among the SMEs.
- Due to lack of knowledge in digitalization, digitalization is not implemented in any business strategy at the SMEs
- Lack of programming skills
- Few SME have access to digital competence

- DigiTeRRI, Strategy for digitalization of industries.
- Cyber security
- Access to training and education
- New opportunities in Horizon Europé

- Obstacles in digital transformation due to GDPR
- The Public Procurement Act, and other policies by the worker unions.
- Large enterprises require system interoperability between suppliers. If an SME cannot support system requirements for interoperability, then the supplier might be excluded.
- Data security, data threats.
- Lack of knowledge and resources, Access to training and education.

Support for cluster management

- National support for cluster management from two ministries. The support is with different focus and can for some clusters be of use from both ministries
- IHUBS as a coordination and lobbying organisation
- Cluster strategy developed and utilized since 2013 in Värmland (NUTS 3)
- Innovation system and clusters are built bottoms up, on demand from industry
- Regional innovation Nodes in place in Gävleborg (NUTS 3)
- Strong cluster tradition, several ERUF chain projects to further evolve clusters strategies and management

- No formal body for NUTS 2, built on cooperation within 3 NUTS 3 Regions.
- No long run program national or regional level for cluster development

- EU bodies and program focus on clusters and cluster development in present and future periods, DG-GROW not at all used in North Middle Sweden
- Formal cooperation within NUTS 2 and between clusters, example for digital transformation of industry

- Poor coordination for cluster development
- Cluster development not top priority in Sweden, risk for lagging in EU

Interaction of main players

- Clusters well connected to industry and with good cooperation with the Region. Some clusters have long and solid financing, a very important fact in creating confidence

- Not enough industry research institutes in the region
- Generally, low digitalization level in local communities

- Several Clusters to support digitalization of SMEs, startups and Large enterprises
- Strong value chains in several important

- No good if implementation of Digital Innovation Hubs is creating competition within the region,

- and respect between actors.
- Long tradition of cooperations between NUTS 3 regions (Värmland, Dalarna, Gävleborg)
- All three NUTS 3 regions have Universities, Clusters and Incubators.
- Several coordination meetings among regional stakeholders.

- Large enterprises generally have low interest in involvement digitalizations of SMEs and Public authorities.

- areas as Bioeconomy and Materials
- Implementation of KETs in products and services
- Digital Innovation Hubs, implementation of and support from

cooperation is the key word for DIH.

Cluster other Intermediaries Activities

- Varied offer of services / activities in the region, see chapter 5.1 above.
- DigiTerri H2020, Strategy for digitalization of industry. Action Plan for 3 years, three Swedish regions involved, and totally 11 partners in the EU. H2020
- The intermediaries work closely with the companies.
- The intermediaries can analyse and give an indication on where to start development
- Expert knowledge, and knowledge in how to work

- Companies have a lack of knowledge to understand why they need to develop their industry.
- Intermediaries allocate a lot of time to sell in the service and activity to create awareness around digitalization, robotics, automation, etc.
- Weak cooperation between regions
- Weak cooperation inside the region

- Include Data Crawling and AI, for instance in Be-Digital Storytelling, dissemination of success stories
- Willingness to conduct digitalization
- It exists ISO standard for Innovation management, ISO 5600

- The project, Indigo, has ended, and it's a need on both regional and national level.
- Many different initiatives, and many close to each other
- Lack of knowledge in digitalization in steering board and top level management to make decisions

together with companies for
knowledge transfer

- Two successful initiatives,
Be Digital by Compere and
Kick Start Digitalization,
RISE
- Access to testbeds and labs
for different needs
- Social culture for
knowledge sharing, and
open innovation

With the help of the INNO Industry 2.0 Action Plan, we specifically want to improve the following weaknesses:

- Companies have a lack of knowledge to understand why they need to develop their industry.
- Weak cooperation between regions and inside the region
- The industries are using old robot technology
- In general, very low knowledge in digitalization among the SMEs.
- Due to lack of knowledge in digitalization, digitalization is not implemented in any business strategy at the SMEs
- Few SME have access to digital competence as well as capacity

And seize the following opportunities:

- New concepts for clusters to support and train SME and address digital challenges
- Get access to DIGITAL and the network of clusters and partners created via EU Interreg Europe project INNO Industry
- EU bodies and program focus on clusters and cluster development in present and future periods, DG-GROW not at all used in North Middle Sweden
- Formal cooperation within North Middle Sweden and Mid Norrland (NUTS 2 Regions) and between clusters, example for digital transformation of industry
- Disseminate success stories from other countries in the INNO industry project and better communicate opportunities of digitalisation

Endorsement and policy actions implemented.

The Swedish Agency for Economic and Regional Growth (Tillväxtverket) and the Region of Gävleborg endorse this idea for an action plan built on the swot analysis and the identified gaps and opportunities. The action plan takes stock from the good practise from Slovenia and Austria.

More specifically, already implemented learnings from the INNO Industry project was done in the ERDF-call from 23rd of april 2020, - 7th of may 2020. This call was inspired by the good practice example from Austria, "Lower Austrian House of Digitalization" (good practice Austrian house of digitalization) presented in Krems, March 4th 2020. The region of Gävleborg initiated the call towards acceleration of small and medium enterprises, (SME) conversion and development to become more innovative, more digital, more sustainable and more internationalised for stronger competitiveness. The sum allocated for this was 1,2 MEuro. The projects financed by this call will run from May 8th 2020 - 30th of April 2023.

Another initiated action with inspiration from the INNO Industry project is the Slovenian good practice of Digital Innovation Hubs (good practice Slovenian Digital Innovation Hub). The DIH Slovenia is a central national one-stop-shop to provide, connect and support knowledge, business and technology expertise, technologies, experimental and pilot

environments, best practices, methodologies and other activities necessary to fully enable Slovene Industry in building digital competencies, innovation models and processes, support their digital transformation and raise their competitive advantages based on digital. Through building the network and establishing a sustainable ecosystem at multi regional level, MIGHTY EDIH (European Digital Innovation Hub) aims at connecting and supporting industrial SMEs and Govtech (digital welfare services and products for employees and citizens in the public sector), providing for a broad spectrum of needs and striving to support all industries that can seize and benefit from the opportunities of digital transformation. MIGHTY EDIH focuses on supporting manufacturing industries as they are highlighted as a smart specialisation strategy and the same for Govtech.

This activity was initiated by RISE spring 2020, and developed and enlarged during summer 2020. When enlarged, Regions of North Middle Sweden as well as Middle Norrland participated in strategic work and initiation. Now RISE leads the process of implementing an EDIH with 5 clusters in two regions (NUTS 2) supported by Universities and industrial centres (IUC). The ERDF-programs for 2021-2027 are still not finally decided but programming is, supported by RISE and partners in MIGHTY EDIH, prepared to co-fund the EDIH's in the Regions.

The Swedish Agency for Economical and Regional Growth and the Partnership between the region of Gävleborg, Dalarna and Värmland also encourage Rise to implement the cross Regional MIGHTY EDIH, covering North Middle Sweden and Mid Norrland.

Part III – Details of the actions envisaged

ACTION 1: The implementation and monitoring of the call “We Transform”

The background

One overall project was created to coordinate all funding in the call of April 23:rd 2020 - May 7:th 2020. The formal decision date was June 11:th 2020 and the timeline for the project We transform is May 8:th 2020 until 30:th April 2023. During this period digital transformation in SME is in focus, following the good practice from Austria, “Lower Austrian House of Digitalization” (good practice Austrian house of digitalization) and the own experience RISE has from working with digitalisation in SME.

Challenge

The challenge is to manage to support the industrial SME in the region in their digitalisation process. To create awareness of the need to increase competence skills and to really implement the digital tools needed to make their business more competitive.

Relevance of INNO Industry / Lessons learned where and when:

“Lower Austrian House of Digitalization” from Austria, presented in Krems in 2020, is the good practice example this project, “We transform”, owned by the region of Gävleborg is inspired from.

The North Middle Sweden final ERDF call from April 2020, funded project “We transform “. The project was developed based on the learnings from the InnoIndustry project and its partner RISE was deeply involved in the forming of the call. The call and the project which is similar in this case, as all remaining ERDF-funding in the region of Gävleborg went to this project, aiming at support and advice to SMEs in their sustainable digital transformation. The SME will then be able to accelerate transformation and development to become more digital, innovative, sustainable and internationalised.

Description of Action

- **Step 1:** The call for North Middle Sweden (SE31) was formed in dialogue between the (NUTS3) regions of Värmland, Dalarna and Gävleborg and Tillväxtverket (Swedish Agency for Economic and Regional Growth). RISE was deeply involved in these discussions and gave input from the good practice “Lower Austrian House of Digitalization”. The remaining funds of the ERDF program were divided between the three regions and the Region of Gävleborg created the “We Transform” project supporting sustainable digitalization of SME. The We Transform project started in May 2020 and will end in April 2023.
- **Step 2:** The project involves participation from several actors within the innovation system as well as SME support actors in Gävleborg and the project deliverables are managed in four modules. Modules 1-3 focus on sustainable digital transformation of SMEs and module 4 focus on the public SME support system and on competence and capacity for crisis management and resilience.
- **Step 3:** Through public procurement a portfolio of coaches/ICT experts were evaluated and prequalified.

- **Step 4:** Through awareness raising activities and scouting supported by business support organisations SMEs with interest and capacity to take sustainable digitalisation steps where identified. RISE defines the mission together with SME and an assignment is allocated to a coach/ICT expert from pre qualified experts.
- **Step 5:** 20 SMEs will be supported within the project at a cost of 8.000 Euro per SME. At 24:th of november 2021, 11 SMEs have been coached and started their process to transform its business and business models to more digital, innovative and sustainable.
- **Step 6:** Project INNO Industry will do evaluation/follow up of the quantity of companies who have been involved in the process
- **Step 7:** Project INNO Industry will follow up on the quality of the process by making a survey among the SME involved

Players involved

- Region of Gävleborg
- Regions of North Middle Sweden
- Swedish Agency for Economic and Regional Growth (Tillväxtverket)
- RISE Research Institutes of Sweden
- Experts and consultants providing services to the SME via vouchers
- Supported SMEs

Timeframe

The project is going on between May 8:th 2020 until 30:th April 2023. The monitoring which will be done during phase two of the INNO Industry project will be done during 2022.

Costs

Personnel from RISE together with Tillväxtverket are doing the evaluation and monitoring of the results and impact of this call. The value of the call is 1,2 mEuro + the same amount in co financing from industry.

Funding sources

The funding for monitoring and evaluation comes from part two in the InnoIndustry project. The implementation and the call itself are from the money in the ERDF call from april 2020 financing the We transform project.

Monitoring

The Swedish Agency for Economic and Regional Growth (Tillväxtverket) is doing the monitoring as they have the responsibility of the approved project. RISE is reporting the results and effects to Tillväxtverket. Together they make an analysis of the impact of the call.

ACTION 2: A Digital innovation Hub in dual Regions

The background

European Digital Innovation Hubs (EDIHs) will function as one-stop-shops that help companies dynamically respond to the digital challenges and become more competitive. EDIHs will have both local and European functions. EU funding will be made available for hubs that are already (or will be) supported by their Member States (or regions), in order to increase the impact of public funding. The Digital Europe Programme will increase the capacities of the selected hubs to cover activities with a clear European added value, based on networking the hubs and promoting the transfer of expertise. Member States have an essential role in the selection process of the EDIHs; the initial network of EDIHs will be established from a list of hubs designated by the Member States.

Smart arenas in Region Gävleborg, owned and managed by the region of Gävleborg implement the Regional Smart Specialisation Strategies to utilise the region's resources, opportunities and competences with increased growth and attractiveness. A smart arena is a meeting place for collaboration between different competences in society, i.e. people from areas such as research, business, the public sector, academia and civil society. Smart arenas are organised for each Smart Specialisation Strategy in the Region. EDIH was identified and introduced into the Smart Arena for Digitalisation over two years ago. RISE introduced the coming possibilities into the Arena and pushed for the Arena to define an EDIH for Region Gävleborg.

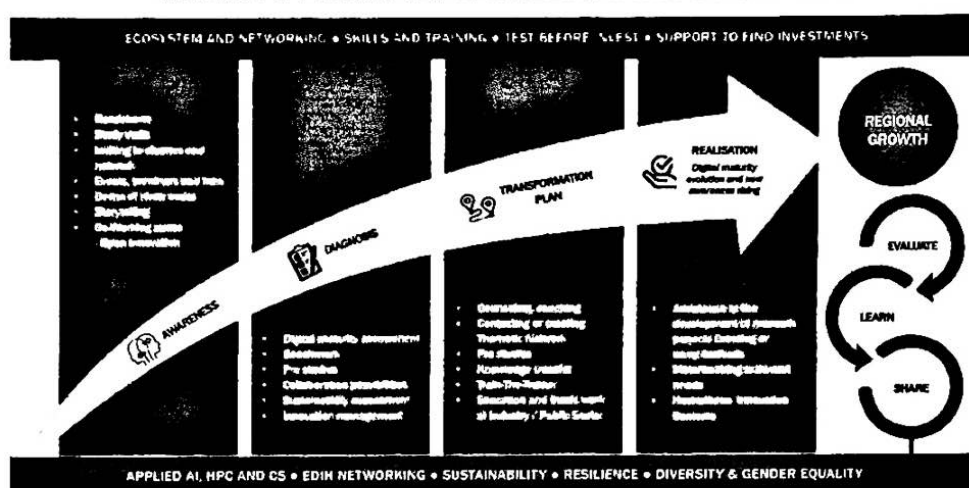
Creation of EDIH has been a challenge all over Europe since the idea came up within the EU. For Sweden more than 50 applicants passed the first step of application by Vinnova in 2020. In the second step 15 passed and was in 2021 reported to commission as Swedish applicants. In this process of creating hubs with a critical mass in capacity and competence as well as covering larger geographical areas, Region Gävleborg and Region Västernorrland together with RISE and other regional partners, defined MIGHTY EDIH as the hub for North Middle Sweden and Middle Norrland the geographical coverage is one third of Sweden, and the population is 1 233 472 inhabitants, 31th of december 2020. MIGHTY EDIH is one of the 15 Swedish official applicants. The main focus for MIGHTY EDIH is manufacturing industry and GovTech also including deep competence of AI-solutions within the EDIH. These focus areas are based on the cross regional smart specialisation strategies. When enlarged, Regions of North Middle Sweden as well as Middle Norrland participated in strategic work and initiation. Now RISE leads the process of implementing an EDIH with 5 clusters in two regions (SE31 and SE32) supported by Universities and industrial centras (IUC). The ERDF-programs for 2021-2027 are still not finally decided but programming is, supported by RISE and partners in MIGHTY EDIH, prepared to co-fund the EDIH's in the Regions.

The covered Regions are sparsely populated and cooperation with other actors are crucial. Industrial Development Centra (IUC), Universities: Gävle, MIUN, Dalarna and Karlstad, Enterprise Europe Network (EEN) are all strategic partners in MIGHTY EDIH.

The Good Practice Slovenian Digital Innovation Hub described and presented in the INNO Industry project has served as inspiration in the creation of MIGHTY EDIH. The DIH Slovenia

is a central national one-stop-shop to provide, connect and support knowledge, business and technology expertise, technologies, experimental and pilot environments, best practises, methodologies and other activities necessary to fully enable Slovene Industry in building digital competencies, innovation models and processes, support their digital transformation and raise their competitive advantages based on digital. Slovenian DIH is covering a full geographical area as MIGHTY EDIH is and works as a One-Stop-Shop!

MIGHTY DIGITAL ACCELERATOR TOOLBOX



Picture: MIGHTY EDIH process

Resources used:

In order to set up the MIGHTY consortium and create the EDIH for the two regions, Rise have used 400 000 sek from Vinnova call "Nationell process för att kandidera till Europeiska Digitala Innovationshubbar (EDIH)". Two persons have been involved using 50% of their time. Two Regions, Gävleborg and Västernorrland have used 100 hours per organisation, the universities have used 20 hours for the same purpose. The other organisations involved in MIGHTY have used approximately 200 hours each. The coordination of many organisations takes time.

Challenge:

One of the challenges for the Region of North Middle Sweden and Middle Norrland is that the regions are sparsely populated. Together with other challenges identified in the SWOT, such as lack of awareness and competence in digitalization, implementation of an EDIH is necessary but also difficult.

North Middle Sweden and Middle Norrland have both programmed ERDF 2021-2027 for funding of EDIH. Final approval of ERDF is still not in place. RISE 2022 will follow up on implementation of EDIH and usage of funding as defined in ERDF.

Relevance of INNO Industry / Lessons learned where and when:

Slovenia Ministry of Economic knows e-skills will play a key role in the retraining and training of workers, as technological advances require upgrading their skills. So the Ministry of Economic financially supports the operation of the DIH Slovenia. DIH has come to life with the primary goal of providing companies, especially SMEs, with assistance in digitization and digital transformation, thereby increasing competitiveness. DIH works by integrating existing knowledge and services in the market, building new services, raising awareness and promotion, connecting good practises, co-financing services for digitization projects in companies, and the like. In short, DIH brings the business closer to digital tech and simplifies the use of digital tech, smart solutions, and supports agile ways of developing and doing business by focusing on customer innovation and experience. By focused action businesses will be more productive and competitive, as well as will develop new digitised products and business models.

Description of Action

- **Step 1:** Programming of EDIH co-funding for ERDF 2021-2027 made both for North Middle Sweden and Middle Norrland (SE31 and SE32). RISE will follow up on final approval and funding activities as part of INNO Industry.
- **Step 2:** MIGHTY EDIH is initiated and prioritised from the Swedish Government to the EU Commission. RISE will lead the project application and implementation process, but not as part of INNO Industry.
- **Step 3:** Sharing of experiences between MIGHTY EDIH and Slovenian Digital Innovation Hub will as part of INNO Industry be made in Ljubljana in connection to final conference (may 2022)
- **Step 4:** MIGHTY EDIH is either funded by the DIGITAL program with co-funding from ERDF, or by ERDF and co-funded by other regional sources. Region Gävleborg and Region Västernorrland have expressed a clear ambition that MIGHTY EDIH shall be operative with or without funding from DIGITAL. RISE will follow up on funding within the INNO Industry project.

Players involved

- RISE Research Institutes of Sweden
- Bron Innovation
- Future Position X
- Sandbacka Science Park, Sandviken
- Compare
- Region of Gävleborg
- Region of Dalarna
- Region of Värmland
- Region of Västernorrland
- Region of Jämtland/Härjedalen
- Högskolan i Gävle
- Mittuniversitetet
- Högskolan i Dalarna

- Karlstad Universitet
- The IUC networks (Värmland, Dalarna, Gävleborg, Jämtland)
- InnoIndustry partners as reference group
- Vinnova as national stakeholders
- Tillväxtverket, as national stakeholders
- Enterprise Europe Network (EEN)

Timeframe

The implementation of this action will start 1:st feb 2022 and end 31:st jan 2023. The evaluation and monitoring will start in parallel and be similar to action oriented research.

Funding sources

The funding sources for the monitoring of implementation and the policy fulfilment will be funded by the INNO Industry project. The implementation of the EDIH will be financed by other sources.

Monitoring

The monitoring will be done by following the ERDF funding of the EDIH, either through a call and/or by reaching EU approval threshold. The managing authority, Tillväxtverket, will decide how this policy will be implemented into both regions SE31 and SE32. The management of EDIH will be interviewed and a status report on how well the implementation is moving forward will be reported. It is not possible to expect that the EDIH will have reached its full operational capacity after a year.

Place, date:

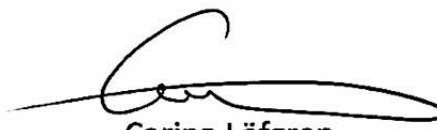
Hudiksvall, 2022-01-18



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Region Gävleborg

ERDF Programme 2014-2020,

Operational programme for investments in employment and growth,
Swedish Agency for Economic and Regional Growth