



**VBN InnoReg: Strengthening Via Baltica Nordica macro-Region through
Transnational Cooperation for Regional Innovation Promotion**

WP1: RIS analysis report

**The Description of Tampere Region and Its Regional
Innovation System**



COUNCIL OF TAMPERE REGION

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1 Summary Description of the Region

1.1 Demographics, the Economic Performance and Production Structure of Tampere Region

The population of Tampere region is approximately 471 000¹. That is 8,9% of the total population in Finland. It is estimated that the population will continue to grow until year 2030 because of migration mainly from other regions in Finland but also from abroad. The largest migrating group is students. Most of them move to Tampere to study in the polytechnics and universities. The population is concentrated in the Tampere sub-region where two thirds of the total population live. (The Council of Tampere Region 2007)

In 2006 employment rate was 68,2 in Tampere region and the national average was 68,9. In the same year the unemployment rate was a bit higher than the national average. In Tampere region unemployment was 7,9 when the national figure was 7,5. There is a growing need for skilled labour force. It has been estimated that in five years the demand for labour will grow especially in the service sector. (Statistics Finland 2007)

The region has a higher level of education than the average for the whole country, and the main groups of migrants to the area are those either possessing or aspiring to a high level of education. There are numerous educational institutions that produce qualified work force for public and private sector. Of all those over 20 years old 68,9% have a degree. The percentage of population in the region that have a tertiary level degree, a category consistent with the classifications of UNESCO's ISCED, is 27,1. (Statistics Finland 2006)

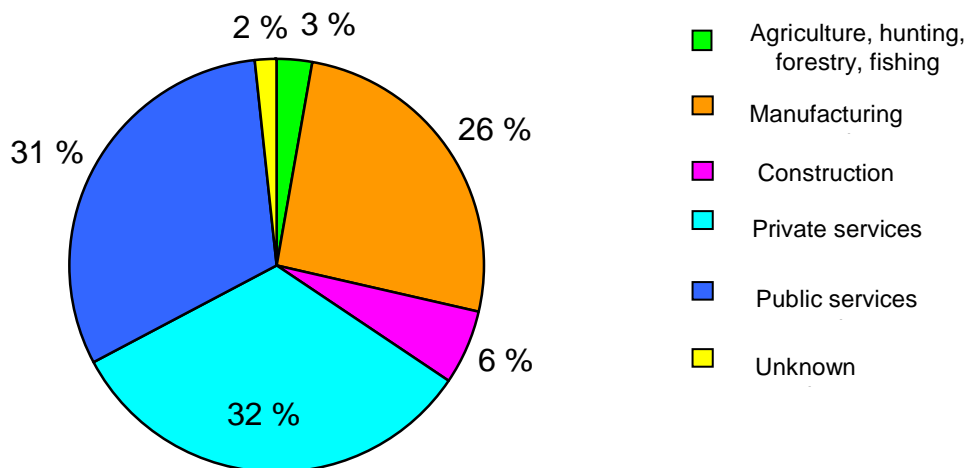
There are many national and international mega trends that shape the regional economy and its challenges. One important national trend that affects Tampere region is the ageing population. The change in the age structure also is a European trend. Ageing of the labour force poses threats to the availability of labour and causes changes in the labour market. (The Council of Tampere Region 2007)

Many of the companies located in the region are operating on a global scale. The region has a total number of more than 200 000 jobs in 23 000 enterprises and the public sector. The third of the jobs in the private sector are in manufacturing or constructional industries. The majority of the manufacturing industries are geared either directly or indirectly to exports. Information and communications technology manufacturing industry exports over 85 percent of

¹ The pre-information for year 2006.

the total output. Metal industry, paper industry, machine construction, mechanical wood processing, pulp and paper industry all export over 50 percent of their total output. The main branches of industry are wood processing, metalworking, mechanical engineering and automation, while other growth sectors of importance for employment include information technology and health technology. The traditional industries in the region are textiles, leather goods, rubber products and chemicals. Most of the jobs are in the private services, 32,4 %. Other percentage distributions of the population by occupation are manufacturing 31.5 %, public services 31,0 %, primary production 2,9 % and others 1.9%. The Tampere Region accounts for 8.2% of Finland's gross domestic product.² (The Council of Tampere Region 2007)

REGIONAL ECONOMY 2004



Source: Statistics Finland, Council of Tampere Region

Figure 1: Regional economy structure

Most of the firms located in the Tampere region are small or medium size firms. Over 70 percent of the firms employ five persons or less. Approximately 9,6 percent of all jobs are in the ten biggest firms. Nokia is the biggest employer in the region. Next come UPM-Kymmene, Metso, Finland Post and Metsäliitto Group Corporation. (The Council of Tampere Region 2007)

² The information is from the year 2004.

1.2 Governmental Structure

In Finland the actors of regional development function in three levels: national, regional and local level. Figure 1 shows the actors that are responsible for regional development in Finland.

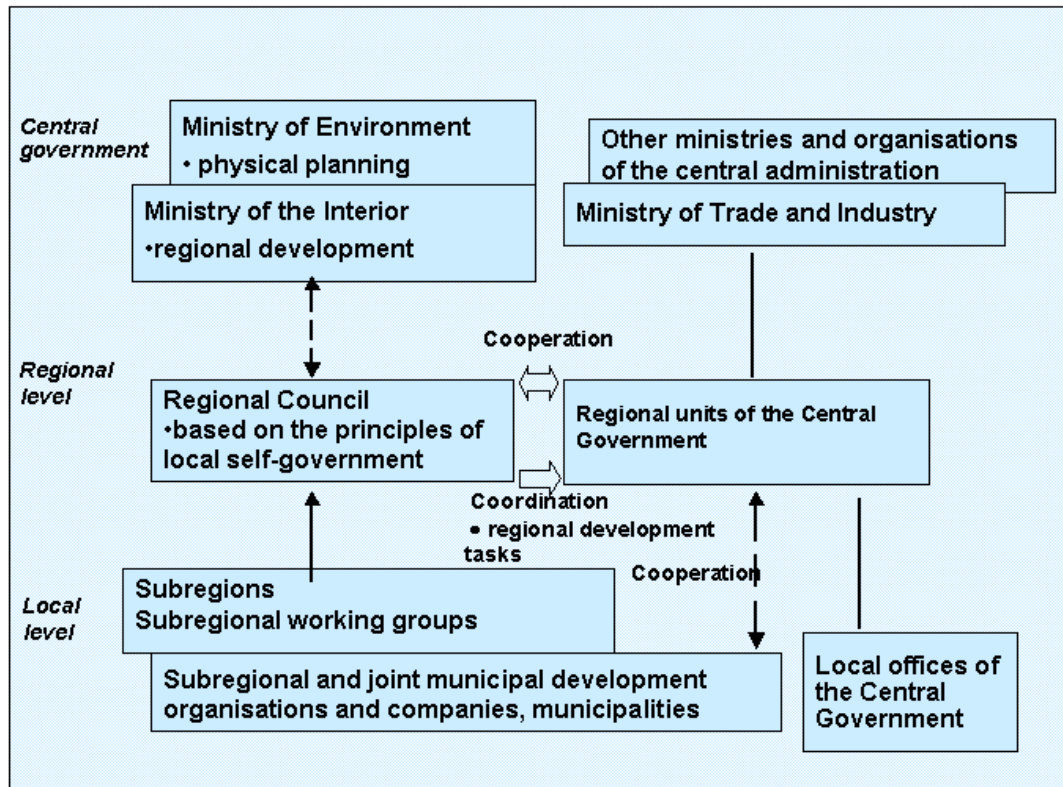


Figure 2: Regional development actors

1.3 SWOT-analysis

SWOT-analysis shows the key strengths, weaknesses, opportunities and threats of Tampere region that are relevant for the competitiveness of the region.

Strengths	Weaknesses
<ul style="list-style-type: none"> – Capacity and potential to produce and exploit new knowledge and innovation – Versatile production structure and state-of-the-art technology in 	<ul style="list-style-type: none"> – Inability to create enough jobs – Lack of a comprehensive financial system in the region – Penetrating international markets – Subsidiary companies dominate the

<p>special fields</p> <ul style="list-style-type: none"> – Suitable conditions for firms to locate to the area and accessibility is good – High quality urban areas and cultural and natural environment – Strong and dynamic regional image 	<p>economy</p> <ul style="list-style-type: none"> – Lack of skilled labour force in certain fields – Inability to transfer knowledge, technology and innovation from Tampere to other subregions and to commercialize it
<p>Opportunities</p> <ul style="list-style-type: none"> – Enhancing dynamism in economy by improving and developing the RIS of Tampere Region – Development of expertise in particular fields and specialisation in business – Enhancing entrepreneurship – Business in cultural activities and tourism – Cooperation with other regions 	<p>Threats</p> <ul style="list-style-type: none"> – Structural inflexibility of the public sector and business sector – Continuous lack of skilled labour force – Biased age structure and internal division of the region – Dependency on big leading companies – Decline in public development resources

Figure 3: SWOT of the Tampere region

1.4 Other relevant aspects

There are many public initiatives and programmes implemented in the region. These support also innovation. The most important at the moment are Bionext, Creative Tampere, Centre of Expertise Programme, and sub-regional and local initiatives.

Tampere has a strong indigenous science and technology base, which meets the needs of industry due to a long tradition of university-industry cooperation. (Schienstock et al. 2004, p. 141)

2 Description of the Region's Innovation System

2.1 Definition of the RIS

Tampere Region defines innovation system as follows:

Innovation system is comprised of the elements and the relationships between these elements. The elements and the relationships interact in the production, diffusion and use of new knowledge. This new knowledge is exploited for practical use including commercial use. The knowledge can be skills and competencies, new ideas and concepts, new technological or organisational advances. (Lundvall 1992, p. 2), (Cooke 1997, p. 478), (Schienstock & Hämäläinen 2001, p. 75)

Which organisations, institutions and actors are included in the innovation system depends on the level of analysis and is also case-specific. The level of analysis can be e.g. local, sectoral, regional or national.

Key organisational elements on the regional level include: firms and their R&D-units, universities and research institutes, educational institutes, public and private finance, public sector that is responsible for policies, intermediary organisations, other public and private organisations that affect innovation, and the relationships between these elements.

2.2 Methods used for the analysis of the regional innovation system

The Council of Tampere Region carried out an analysis on the regional innovation system. The analysis addressed two main research questions:

- 1) How does the regional system of innovation influence the creation of new knowledge and the competitiveness of a region and
- 2) How can the regional system of innovation and its potential of knowledge creation be evaluated against competitiveness

The research material was gathered by using three different methods: face-to-face interviews, a survey and the classification of the indices. The topics of the interviews and the survey were based on the main theories used in the research and the research questions.

The fields of the thematic interviews were divided into three: regional innovation system in the region, competitiveness in the region and the new knowledge potential in the region. A total number of 23 persons from 18 organisations were interviewed. The interviewees represented the key actors of the innovation system i.e. universities and research, industry and business, administration, intermediary organisations and financing.

In order to complement the information gained from the interviews, a separate inquiry was carried out by sending a questionnaire to 120 representatives of the key actors. The questionnaires were answered by 26 representatives. The main reason for the low response rate was the limited timeframe. The questionnaires had to be returned within two weeks in order to get their results included in the analysis.

The results of the interviews and questionnaires were analysed and as a result a written study was concluded. Based on the results the regional innovation system of Tampere Region was described including the main features. Also a preliminary selection of indicators was completed based on the results of the analysis.

2.3 Description of the regional innovation system based on the analysis

In the analysis and questionnaire the actors were requested to identify their role in the regional innovation system. The role can be as producer of knowledge, disseminator or user of the knowledge. It is characteristic that the actors may have more than just one role. In addition the roles are often interlinked and there are also overlaps in the system. The innovation system of Tampere Region consists of the following actors:

1. Enterprises
 - creating, disseminating and using knowledge, enabling innovations
2. Universities, polytechnics
 - developing the know-how of the regional actors also through education
3. Other groups of actors
 - focus on facilitating innovation activities, rather than creating innovations
4. Public organisations: municipalities, cities, regions
 - facilitating and creating conditions for innovation activities
 - producing, using and disseminating innovations as clients and partners (e.g. hospitals)

- programme based business development, interaction, financing, working up the common will of the region

5. Intermediary organisations

- intermediating, facilitating relationships, creating and strengthening cooperation between actors
- affecting regional structures and dynamics as catalysts and regional developers
- participating in the business development of the companies
- large number of intermediary organisations in the region, different from each other

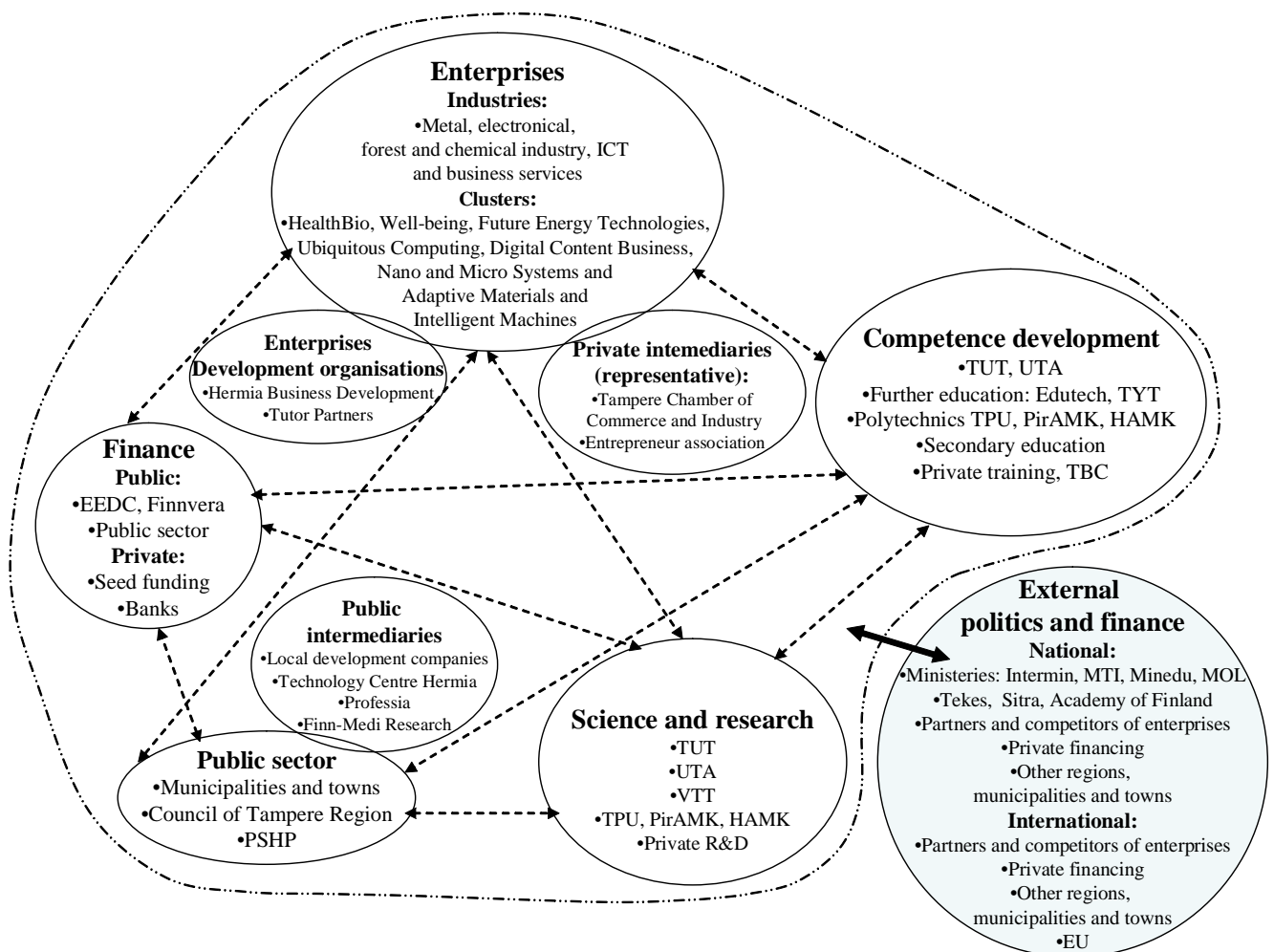


Figure 3: The actors of the regional innovation system in the Tampere region. (Seppänen 2007)

Figure 3 shows the key elements and actors and their key roles in the regional innovation system of Tampere Region.

The most important actors in the innovation system are the ones who create and use the new knowledge. These are the large R&D oriented companies and universities and research organisations: e.g. Nokia, University of Technology (TUT), University of Tampere (UTA) and VTT Technical Research Centre of

Finland. Nokia has an important part of the private sector's knowledge base in Tampere Region, because it has one of its largest research centres located in Tampere. (Kautonen et al. 2004, p. 179)

In addition to the universities, there are numerous educational institutions in Tampere Region which provide skilled labour force for private and public sectors. These are Pirkanmaa Polytechnic, Tampere Polytechnic, Häme Polytechnic with one unit and many vocational institutions. Also contracts of apprenticeship are provided.

In the 1980s and 1990s a number of intermediary and financial institutions were established in the innovation support infrastructure of the Tampere Region (Schienstock et al. 2004, p. 143). The most important intermediary organisations are Hermia Technology Centre, Finn-Medi Research Centre, Professia Ltd and Innovation Research Development Tamlink Ltd. There are also several institutions that function as bridges between higher education and industry. These include for instance Digital Media Institute and Optoelectronics Research Institute. (Schienstock et al. 2004, p. 143)

There are many public and private organisations that finance innovation activities. These include for example municipalities, the Council of Tampere Region, and privately own Sentica Partners Ltd, Tutor Partners Ltd and other private venture capital companies National organisations that operate in Tampere Region regarding finance and innovation support are Tekes (Finnish Funding Agency for Technology and Innovation), Finnvera and regional EEDC (Regional Employment and Economic Development Centre. These are the three most important public innovation support organisations for companies (Kautonen et al. 2004, p. 183).

2.4 Dynamics in the region

In the innovation system of Tampere Region the importance of interaction and cooperation is emphasized. The innovations are produced in social interaction and the interaction creates dynamics that is composed from the interaction on three levels: regional, national and international level.

On regional level the linear and interactive models are complementing each other. Innovation process gains information through constant learning and producing scientific knowledge. Thus innovations are produced in an interactive process where science, technology, learning, production and demand are interacting. The regional relationships have a great effect on producing innovations and the relationships are frequent and two-ways. This is the case especially between the large companies and universities and VTT. In Tampere

Region the regional relationships and contacts play a major role in producing innovations.

In Tampere Region the enterprises have large vertical and horizontal networks that include subcontractors, research organisations, clients etc. The enterprises get the knowledge needed for the innovations from the universities and research organisations as scientific information, from the clients and subcontractors as information on markets and production.

The interaction and innovation platforms and arenas are often composed according to the hierarchy of the organisations that are involved. In practice this means that the interaction about decision-making, foresight activities and discovering possibilities has taken place between the executive level persons. The operative level is dealing more in the innovation arenas where mutual learning and transfer of "silent knowledge" takes place. These levels are not sufficiently interlinked and sometimes they do not come across at all. In the future the strategic level discussion and interaction should be enhanced to involve more actors.

One of the future development needs related to the regional level is the need to increase cooperation regionally and between universities, research organisations and enterprises. In addition the cooperation between public administration and other actors (especially with the enterprises) should be strengthened.

The contacts of the universities, research organisations and global companies outside the region are important and these contacts should be strengthened. The universities provide important information on the global changes to the region. Also the enterprises of the regional innovation system have important links nationally and internationally. It's important to notify that also the contacts and links of other actors can serve as a start to the cooperation between research organisations and enterprises. E.g. the intermediary organisations can operate as creators of networks and contacts. In addition, the financiers are important partners on the national level.

Tampere Region innovation system can be classified in three different ways. Firstly it can be classified as an international research and development midpoint, as the network composed by research organisations and technology enterprises is especially strong and well developed.

Secondly it can be classified as a milieu for inner growth and innovation, as knowledge based enterprises are constantly evolving to the region. And thirdly it can be seen as a milieu for constant learning. This is based on the facts that

innovations are created as a result of mutual learning process in the value network of enterprises. The knowledge from the universities and research organisations should be increased to these networks and the cooperation could involve also other than technology enterprises.

In the classifications of type one and two there is a need to develop business development services. Both of these milieus require also a strong science and technology basis. In the second classification there is also a need to improve the venture capital.

3 Knowledge creation potential in the region

In Tampere Region two different models of new knowledge creation can be identified. In these models the actors (enterprise, universities and R&D organisations) are in constant interaction and the knowledge is diffused into several directions. The knowledge creation models can be divided as follows:

- 1) science based model with research organisation, university networks

- 2) market based model with enterprise networks

In Tampere Region the creation of technology based knowledge is especially strong. This is based on the high scientific level and know-how. The aim is to produce innovations that create extensive economical benefits. In addition to the technology based knowledge, there is also market based creation of knowledge in the networks of enterprises. This takes place on a daily basis together with the clients and subcontractors with the objective to solve problems and make product and process improvements.

The regional innovation system in Tampere Region is a combination of both models. However the knowledge creation potential should be further developed. First of all the focus on the technology based knowledge should be widened, the technology knowledge is only one part of the new knowledge that is needed for creating innovations. Also wider business know-how is needed to cover the overall chain: from clients' needs, subcontracting, production, logistics to the service. Thus the strong technological knowledge is not solely sufficient, also social and organisational innovations are needed to support the dissemination of new knowledge.

3.1 The methods to create new knowledge

The methods that are used to create new knowledge include the ability to combine different fields of sciences horizontally, to interact in multi-scientific teams, to understand possibilities, to interpret “weak” messages and to manage broader entities. It’s important to acknowledge that the creation of new knowledge takes place in interaction in the networks. The important competencies are thus the ability to create networks, act in networks and utilise the networks. This requires skills to interact and ability to create trust. Based on this there are three methods that should be strengthened in Tampere Region. These are the strategic discussions, free flow of information and cooperation projects.

3.2 The creators of new knowledge and leading-edge research and competence fields

The strong sectors in the region are metal industry, electronics, wood processing, ICT, KIBS (knowledge intensive business services) and chemical industries. Based on the good interaction especially between Tampere University of Technology and industry, the companies’ strong fields have also supported the high-level research in the relevant fields. The good interaction, high-level research, education and strong companies are the basis for clusters that have been identified in the region in the following fields: machine construction, automation, ICT, health care technology. The clusters have been implemented also in the national centre of expertise programme that has given financing to the identified areas of strong competencies and know-how in order to make them more competitive in the global context as well. During the new period, 2007-2013, new clusters have been identified. In Tampere Region 7 centres of expertise will be implemented: health, well-being, future energy technologies, ubiquitous computing, digital content business, nano and micro systems and adaptive materials and intelligent machines.

The most important creators of the new knowledge in Tampere Region are the two universities; Tampere University of Technology (TUT) and University of Tampere (UTA) and VTT, Technical Research Centre of Finland.

TUT has one Centre of Excellence appointed by the Academy of Finland for the term 2006-2011: The Signal Processing Research Group. The leading-edge fields of research in TUT are: signal processing based technologies, nanophotonics, biotechnology, intelligent mobile machines and hydraulic systems. In addition there are several strong areas of competence at TUT: software systems, telecommunications and electronics, machine and process automation, production technology and paper machines, energy technology, alternative energy sources and combustion processes, numeric methods related to field theory, the strength of materials and rheology, materials technology (metals, composites, polymers, ceramics, coating technology), industrial management, knowledge management and management accounting, urban planning and architectural design, structural engineering and building renovation.

UTA is multidisciplinary and committed to scientific research and to advanced teaching with the focus on society, economy, administration, culture and the health and welfare of individuals. UTA has a Centre of Excellence appointed by the Academy of Finland for the term 2008-2013 on mitochondrial disease and ageing. UTA has also a Centre of Excellence in higher education in several fields.

There are some 15 400 degree students and 2 100 employees, of which approximately one half in teaching and research. (UTA 2006)

VTT is the biggest contract research organisation in Northern Europe. VTT provides high-end technology solutions and innovation services. VTT specialises in applied research, concentrating on improving product and process technologies. There are five research areas present in Tampere: mechanical automation, construction, plastic and fibre technology, security technology and metallurgy, and information technology. VTT employs 250 persons in Tampere. (Kautonen et al. 2004, p. 178)

In addition to these above mentioned research and education institutions, a lot of research and development takes place at the R&D units of private companies. A good example is Nokia and its R&D unit.

For the knowledge creation it's important to have programmes and arenas for interaction. The aim is to offer a platform where persons and actors can meet, exchange information and create a common view. In Tampere Region several programmes and platforms have been or are currently operational. Centre of Expertise Programme, Innovation Council, eTampere Initiative (ended 2005), BioNext and Creative Tampere serve as platforms of interaction that is vital for the knowledge creation and diffusion.

4 Selection of the relevant indicators that assess the influence of RIS on the regional competitiveness

Based on the study of the regional innovation system, a provisional selection of indicators has been made. The basis was on the conclusion that the regional innovation system affects competitiveness within the following nine groups:

- *human capital*
- *innovation*
- *private sector*
- *public sector*
- *research and development*
- *financing*
- *interaction*
- *values and attitudes*
- *economical performance*

This pre-selection of indicators serves as a draft for the discussion with the regional key actors. Based on the regional discussions, a final selection of the indicators will be made.

Comparable VBN indicator (Tartu matrix)	Indicator	Availability & Source
1. HUMAN CAPITAL		
Education		
Graduates	<i>Participation in life-long learning per 100 population aged 25-64</i>	<i>Institute of Extension Studies, UTA, TUT?</i>
	<i>Qualification level of the workforce (highly educated, further educated, skilled, unskilled)</i>	<i>Statistics Finland</i>
	<i>Extent of staff training</i>	-
Quality of Education		
	<i>Quality of management schools</i>	
	<i>The educational system meets the needs of a competitive economy</i>	
	<i>University education meets the needs of a competitive economy</i>	
	<i>Education in finance does meet the needs of enterprises</i>	
	<i>Language skills are meeting the needs of enterprises</i>	

	<i>Skilled labour is readily available</i>	
	<i>Finance skills are readily available</i>	
	<i>Foreign high-skilled people are attracted by the business environment of your economy</i>	
	<i>International experience of senior managers is generally significant</i>	
	<i>Competent senior managers are readily available</i>	
Other		
	<i>Local availability of specialized research and training services</i>	
Employment		
R&D	<i>R&D Employment per 1,000 inhabitants</i>	
Science & Technology	<i>Number of researchers in scientific disciplines per thousand workforce</i>	
	<i>Qualified engineers are available in your labour market</i>	
Mobility	<i>International mobility of the highly skilled</i>	
	<i>Foreign scholars in the United States</i>	
	<i>Brain drain</i>	
2. INNOVATION		
Patents		
General	<i>Geographic concentration of patents</i>	
European	<i>EPO patents per million population</i>	
USA	<i>USPTO patents per million population</i>	
Other		
	<i>Sales of new-to-market products (% of turnover)</i>	
	<i>Sales of new-to-firm not new-to-market products (% of turnover)</i>	
	<i>Number of new community trademarks per million population</i>	
	<i>Number of new community designs per million population</i>	
	<i>Scientific articles</i>	
	<i>Gazelles</i>	
	<i>New Firm Starts</i>	
	<i>Inc. 500 (fastest growing)</i>	
	<i>The structure of OECD economies, sectoral shares of value added</i>	
	<i>University Tech Transfer Scorecard (University success in commercialization)</i>	
Innovation in enterprises		
	<i>SMEs innovating in-house (% of SMEs)</i>	
	<i>Innovation expenditures (% of turnover)</i>	
	<i>Innovative establishments</i>	
	<i>Co-operation in Innovative Companies</i>	
	<i>Capacity for innovation (How companies obtain technology?)</i>	
3. PRIVATE SECTOR		
Specialization of business		
	<i>Technology- and knowledge-intensive industries</i>	
	<i>Decision making (share of headquarters of the top 1500 companies in Europe)</i>	
	<i>Value-chain presence</i>	
Operations and strategy		
	<i>Competitive advantage firms assume to have</i>	
	<i>Strategies to sustain competitive advantage</i>	
Productivity and economic performance		
4. PUBLIC SECTOR		
Institutions		
	<i>Administration (EU, national, regional and local administrative centres)</i>	-
	<i>Decision making function outside MEGA's by significance</i>	-
Operation and regulation		
	<i>Experience with partnerships</i>	-
	<i>Extent of financial dependence of local government on central</i>	-

	<i>government</i>	
Public economy		
	<i>Public Sector Productivity</i>	<i>Statistics Finland</i>
Inputs	<i>Share of enterprises receiving public funding for innovation</i>	
5. R&D		
Inputs		
General	<i>Total expenditure on R&D Percentage of GDP</i>	<i>Statistics Finland</i>
Public sector	<i>Public R&D expenditures (% of GDP)</i>	<i>Statistics Finland</i>
Private sector	<i>Business R&D expenditures (% of GDP)</i>	<i>Statistics Finland, R&D spending?</i>
Employment		
	<i>Employment in Research and Development per 1,000 inhabitants</i>	<i>Statistics Finland</i>
Other		
	<i>Number of Research and Development Business Units per 1,000 inhabitants</i>	
	<i>Quality of scientific research institutions</i>	
	<i>Basic research does enhance long-term economic development</i>	
6. FINANCE		
Venture Capital		
	<i>Venture Capital Investment</i>	
	<i>Number of VC Firms and Angel Groups</i>	
	<i>Venture capital availability</i>	
Investments		
	<i>High technology investments</i>	
	<i>Investment incentives are attractive to foreign investors</i>	
	<i>Funding for technological development is generally sufficient</i>	
Capital markets		
	<i>Access to capital markets (foreign and domestic) is easily available</i>	
	<i>Banking and financial services do support business activities efficiently</i>	
Other		
	<i>Investments in culture and art</i>	<i>Ministries?</i>
7. RELATIONS		
National and regional cooperation		
University-Business	<i>University/industry research collaboration</i>	<i>Universities</i>
	<i>Knowledge transfer is highly developed between companies and universities</i>	<i>Universities</i>
Government-Business	<i>R&D linkages, government-business</i>	-
Business-Business	<i>Value of network ties (informal, formal, research)</i>	-
	<i>Co-ordination among firms and between firms and supportive organisations</i>	-
	<i>Technological cooperation is developed between companies</i>	-
International relations		
Trade	<i>International trade by technology intensity</i>	
8. ATTITUDES AND VALUES		
Society values, attitudes and culture		
	<i>Degree to which a country recognizes and accepts self expression values.</i>	?
	<i>Values of society: Values of society support competitiveness</i>	?
	<i>The image abroad of your country/region encourages business development</i>	<i>Market Research etc.</i>
	<i>Flexibility and adaptability of people in your economy are high when faced with new challenges</i>	?
Company values, attitudes and culture		
	<i>Science in schools is sufficiently emphasized</i>	
	<i>Youth interest in science is strong</i>	
Other		
9. ECONOMIC		

PERFORMANCE		
GDP		
	<i>Gross Regional Product (GRP) per Employee</i>	<i>Statistics Finland</i>
	<i>Forecast: Real GDP Growth Percentage change, based on national currency in constant prices</i>	<i>Statistics Finland</i>
Employment & Unemployment		
Employment	<i>Employment rate</i>	<i>Statistics Finland</i>
Unemployment	<i>Unemployment Rate</i>	<i>Statistics Finland</i>
Income and poverty	<i>Average wage</i>	<i>Statistics Finland</i>

4 Conclusions and development plans

In order to proceed with the results of the innovation analysis and to prepare the regional innovations strategy, an innovation negotiation forum has been established at the beginning of 2007. The forum brings together ca. 16 participants representing the key actors of the public and private sector; research, universities, financiers, administration etc. The task of the forum is to operate as a steering group for the innovation strategy work.

The inputs for the forum will be prepared by the council and the work will be supported by an external expert who prepares the main conclusions and development ideas to be discussed at the forum. In addition experts on specific themes will be invited to outline the discussion in the meetings.

The provisional work plan for the forum is presented below.

	1 st meeting/February	2 nd meeting/April	3 rd meeting/June	4 th meeting/Oct	5 th meeting/Dec
Agenda for meetings	Starting points Requirements for the future innovation system State of the play: results of the regional analysis Agreeing on the themes and experts Process & time schedule	Special themes/expert presentations Measuring the effectiveness of the RIS , discussion on the indicators	Special themes/expert presentations Results from the discussions with the key actors and from the sub-regional workshops Discussion on the Innovation Council as expert and cooperation forum Ideas, proposal for the focus areas of the innovation strategy	Draft of the Innovation strategy presented Indicator system	Regional Innovation Strategy ready and published
Output/result	Work plan, time schedule Readiness to start the development discussions with the sub-regions	Development discussions with the sub-regions	Conclusions on the discussed themes Material for the strategy Readiness to draft the strategy	Draft version of the Innovation Strategy Proposal for the indicator system	Innovation Strategy incl. action plan Initiating the implementation

The Regional Innovation Strategy with the final selection of indicators will be ready in December 2007.

In addition to the innovation negotiation forum, the council will meet the sub-regional representatives to discuss the results of the analysis, to get comments and further information from the sub-regions on their views and development needs. These workshops/meetings will be organised during the spring-early summer 2007.

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