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Baltic Sea Region
Programme 2007-2013



**Baltic
Development Forum**



**BALTIC
SEA
REGION**

Business plan for Investment Promotion Agencies in the Baltic Sea Region

Summary results & recommendations

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Cooperation in the Baltic Sea Region



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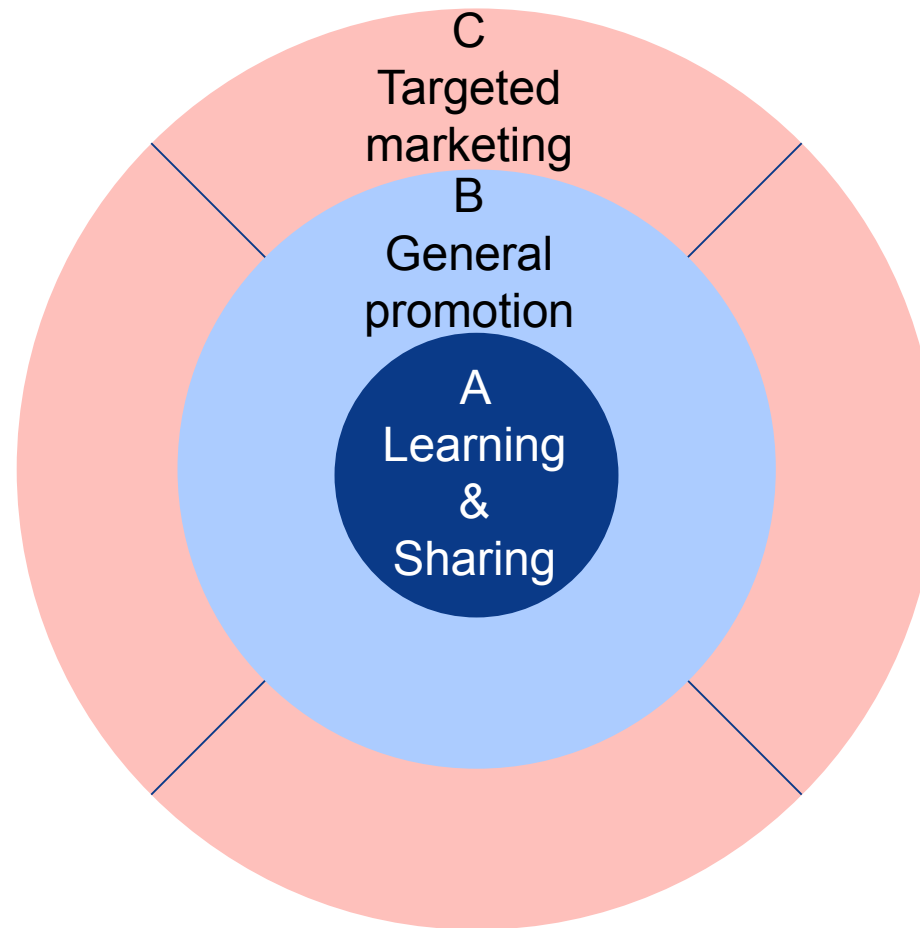
*The foundation is there,
for an increased ambition and renewed strategy in
the years ahead,
by implementing an ambitious action plan,
within a new organisation structure,
that requires a commitment from the stakeholders
in the region*

The foundation is there...

ONE BSR is aiming at enhancing cooperation between IPA's and other public sector players in the region. Since 2012, the initiative has been successful in:

- Developing a strong network (28 participating IPA's)
- Knowledge sharing/learning from best practices in various topics
- Building up mutual trust
- Shared research studies
- Tool development

...for an increased ambition and renewed strategy for the years ahead....



...by implementing an ambitious action plan...



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A Learning & sharing

- A1 Shared research/ intelligence
- A2 KPI measuring for BSR IPA's
- A3 Economic Impact Study
- A4 HR Competence Development Program
- A5 Benchmark of BSR regions
- A6 Network events BSR IPA's
- A7 Cross Border Value Chain Mapping

B General promotion BSR

- B1 Branding BSR region
- B2 Combined event visits

C Targeted actions

- C1 Targeted marketing niche sectors
- C2 'Tour de BSR' for VCs
- C3 Cross Border Cluster Development
- C4 Additional funding through EU programs
- C5 Joint promotion in large overseas markets (China, US e.g)



Testing IPA interest

- Web questionnaire send out to 40 IPA's active in the BSR region, 33 IPA's responded
- Strong intention for future cooperation through concrete actions

Legend
Very strong support (> 70%)
Strong support (60-70%)
Fair support (50-60%)
Less support (40-50%)

Ranking	Action	# IPA's	Percentage
1	A6 Network events BSR IPAs	25	81%
2	A4 HR Competence Development Program	24	73%
3	C4 Additional funding through EU program	21	68%
4	C1 Targeted marketing on niche /emerging sub sectors	19	61%
5	A5 Benchmark of BSR regions	19	61%
6	A3 Economic impact study	19 ¹	58% ¹
7	A7 Cross border value chain mapping	17	55%
8	C3 Cross border cluster development	17	55%
9	B1 Branding BSR as one region	17	55%
10	C2 Tour de BSR for Foreign Venture Capitalists	16	52%
11	A2 KPI measuring and evaluation for BRS IPAs	17	52%
12	A1 Shared research/intelligence	16	48%
13	C5 Joint promotion large overseas markets	14	45%
14	B2 Combined event visits	13	42%

Rank 1



Network events for BSR IPA's

Description

- Regular network meetings for BSR IPA's (comparable to BSR IPA meetings in recent years)

Rationale

- Learn from each other & share best practices
- Strengthen network
- Opportunity to address and discuss topics/market developments that are relevant for IPA's in the BSR region

Ambition

- Three meetings per year

Rank 2



HR Competence Development Program

Description

- Training program to further develop competences of different employee levels within BSR IPA's, e.g.
 - Annual introduction course on acquisition skills and client services aimed at new employees
 - Dedicated courses for Senior staff (e.g. recent FDI trends, IPA response to corporate challenges, location pattern R&D projects, value propositions etc.)

Rationale

- Shared costs for training programs that focus on skills relevant for all BSR IPA's
- Dedicated program in line with skill level employees (junior/senior staff etc.)

Ambition

- Organise three trainings per year
- At least four participating IPA's per training

Rank 3

Additional funding through EU programs

Description

- EU programs can give access to additional funds for cooperating IPA's focusing on specific themes. It is important to first identify a theme for cooperation and get commitment from participating IPA's, EU funding should be the 'cherry on the cake', not the key reason for starting the project. The next step is to assess whether there are EU programs that are in line with the theme for cooperation

Rationale

- Lower project costs
- (Longer term) commitment from participating IPA's

Ambition

- 2 projects per year

Rank 4

Targeted marketing on niche/ emerging sub sectors

Description

- Combined marketing on niches or emerging sub sectors

Rationale

- Marketing a larger region/ more marketing power
- More leads can be identified
- What is good for the larger region is good for the individual members
- Larger budget to spent on niche/ sub-sector

Ambition

- Three targeted actions per year; at least 4 participating IPA's

Rank 5

Benchmark of BSR regions

Description

- Benchmark BSR region for three types of projects
 - Manufacturing
 - Shared Service Centers
 - R&D

Rationale

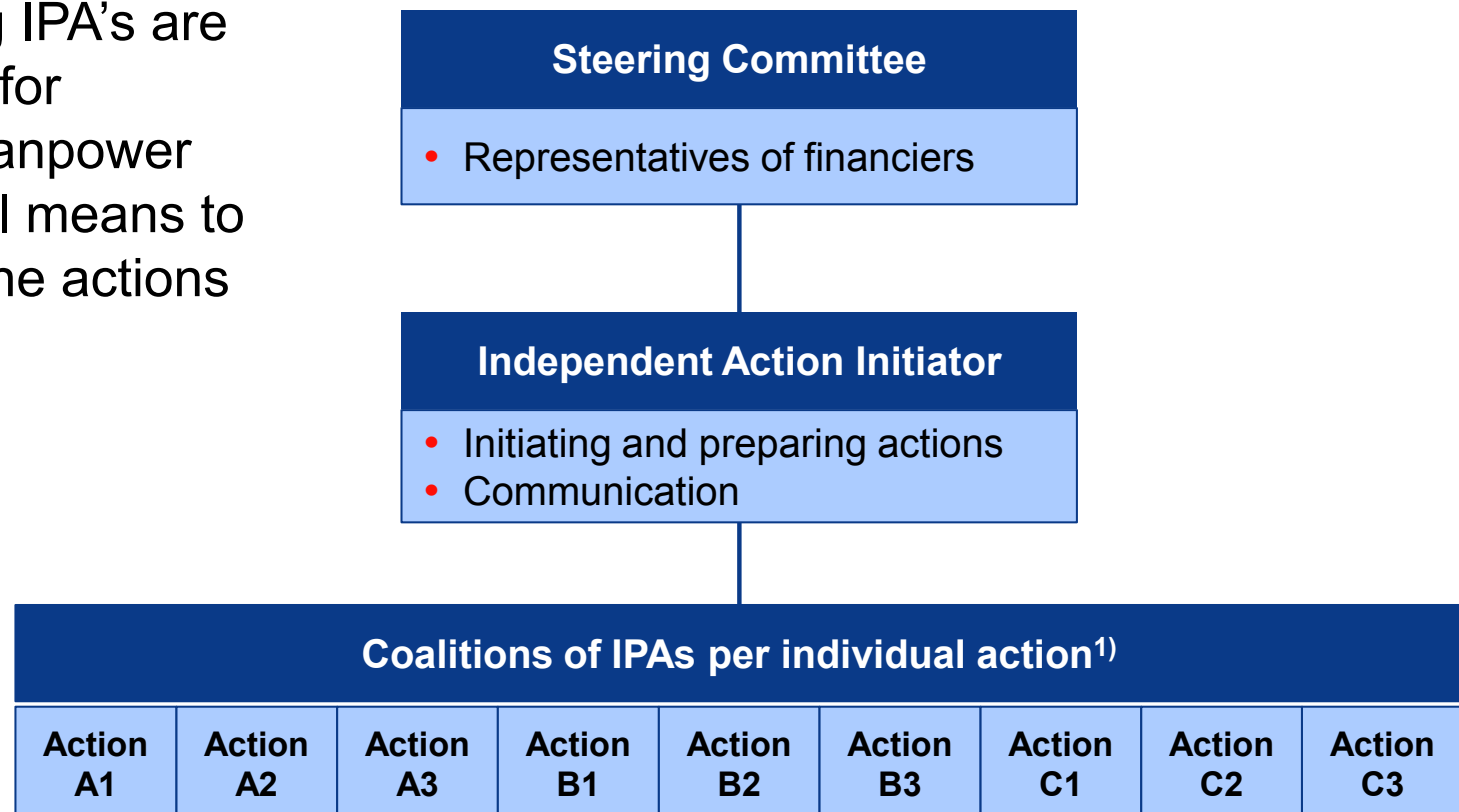
- Understand on a high level what key strengths and USP's the different regions offer
- Result can be used as input for potential actions C3 Cross Border Value Chain mapping and C4 Cross Border Cluster Development

Ambition

- Participation of all 10 BSR IPA's (national level)

...within a new organisation structure...

- For successfully implementing the 14 actions, an independent organisation needs to be put in place that is responsible for:
 - Coordinating, initiating and preparing the actions
 - Teaming up per action with participating IPA's when necessary
- Participating IPA's are responsible for providing manpower and financial means to implement the actions



1) Each action requires a coalition of IPA's

...that requires a commitment from the stakeholders in the region

- So far no huge IPA interest in co-funding the initiative
- Participating is not a free ride though...
- Total costs for the IAI are around 300,000 Euro on an annual basis
- If the IPA's in BSR network share a serious ambition to collaborate in the coming years, commitment in the form of an annual contribution is an essential key to success
- So: what's next?





In case you have questions or would like to discuss things in more detail, please do not hesitate!

Or contact me directly:

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