

OPERATIONS  
REPORT  
**PEAK**  
**INNOVATION**  
MID SWEDEN EUROPE  
**STATUS REPORTING AND EVALUATION**  
FOR THE PERIOD **1 JULY 2008 – 30 APRIL 2011**

# SAMMANFATTNING

## VERKSAMHETSBERÄTTELSE PEAK INNOVATION

**PEAK INNOVATIONS VERKSAMHETSIDÉ** är att genom uppbyggnad av ett innovationssystem kraftsamla kring regionens strategiska tillväxtområden turism, sport och friluftsliv. Detta ska ske genom resurs- och kompetensallokering samt samverkan mellan innovationssystemets olika aktörer.

### Vision 2025

Regionen är den världsledande miljön för forskning och affärsutveckling inom turism, sport och friluftsliv.

### Vision 2016

Regionen är en ledande europeisk miljö för forskning och affärsutveckling inom turism, sport och friluftsliv.

Initiativets långsiktiga mål är att öka kommersialiseringen av forskningen, öka antalet företagsetableringar, öka omsättning och lönsamhet i befintliga företag samt öka företagens exportinkomster. På så sätt ska regionens internationella konkurrens- och lyskraft stärkas och därmed regionens attraktionskraft för utvecklingsinriktade aktörer och företagsamma individer.

De kortsiktiga målen för perioden har i stort sett infriats. Drygt 650 företag/organisationer samt 44 akademiker har varit engagerade i initiativets aktiviteter/projekt. Peak Innovation har medverkat till att 21 nya företag har startats. 62 prototyper har tagits fram och tre patent har registrerats. Fyra produkter och åtta tjänster har marknadsintroducerats och skapat intäkter på en internationell marknad. Vidare har 31 ansökningar om utvecklingsfinansiering lämnats in till olika finansieringskällor.

Jämtland är det län i riket där besöksnäringen sannolikt har mest inverkan på den regionala ekonomin. Antal årssysselsatta inom turismbranschen har gått från 3253 till 4675 på bara tre år. Nyföretagandet i Jämtland är stort och har ökat med 10 procent mellan 2009 och 2010, vilket gör att länet har den tredje högsta relativa nyföretagsamheten i riket.

Fyra parter, 4Helix®, har etablerat bolaget Mid Sweden Science Park AB i syfte att driva initiativet Peak Innovation. Styrelsen är sammansatt av Näringslivet och Idrotten 40 %, offentligheten 30 % samt Mittuniversitetet 30 %.

Initiativet består av följande verksamhetsområden – Processledning, Arena Östersund, Arena Åre, ETOUR, Nationellt Vintersportcentrum (NVC), Sportstech, Öppen Dörr, Utvecklingsfinansiering samt stödfunktionerna Information och marknad, Ekonomi och finans samt Samhandlingsgrupp. Verksamheten inom respektive område leds av en projektsamordnare. Dessa, förstärkt med representanter från Östersunds- och Krokoms kommun, bildar en ledningsgrupp. Ett rådgivande organ under ledning av Landshövding Britt Bohlin, Samhandlingsgruppen, utgör ett brett och strategiskt samverkansnätverk.

Arbetet har varit inriktat på regional mobilisering, att skapa en mer positiv inställning till behovsmotiverad forskning, samproduktion mellan näringslivet och akademien, identifiering och genomförande av idéer/projekt, exportstödjande aktiviteter samt internationell positionering.

### **MILSTOLPAR:**

- 2008 Peak Business & Sports AB, bildandet av företagsplattformen.
- 2008, partneravtal med Scandinavian Outdoor Group (SOG).
- 2008, Mid Sweden Science Park AB (MSSPAB) och dess styrelse.
- 2009, Samhandlingsgruppen.
- 2009, Soft Financing AB, initiativtagare till bolagsbildning och företagsarbete.
- 2009, Peak Innovation Lab – Nationellt Vintersportcentrum (NVC).
- 2009, Innovationshuset, samlokalisering av aktörer inom innovationssystemet.
- 2010, NVC får genom regleringsbrevet tillstånd att kommersiellt sälja tjänster/tester.
- 2010, Åre Kapitalmarknadsdagar, Peak Innovation är en av initiativtagarna samt medarrangör.
- 2010, Ett flertal forskare inom Peak Innovations utvalda forskningsmiljöer startar bolag.
- 2010, Destination Östersund AB, initiativtagare till att etablera ett destinationsbolag.
- 2011, Peak Innovation Företagarcenter öppnar i Åre.
- 2011, Nationellt Vintersportcentrum etableras i Åre.
- 2011, Svenska skidförbundets alpina del flyttar till Åre.
- 2011, Exportsatsning riktad mot Asien/Kina i samarbete med SOG, ispo och Exportrådet.
- 2011, Scandinavian Outdoor Summit Åre, initierat samt organiserat i samverkan med SOG

Totalt cirka 200 pressklipp i lokal och nationell press samt på webben. Ett antal klipp i internationell media, bland annat i samband med Scandinavian Outdoor Summit samt debattartiklar i regional och nationell media.

Under perioden så har grundfinansieringen för initiativet växlats upp med finansiering från Tillväxtverket till en total treårsomslutning av 42 MSEK. Dessutom har initiativet bidragit till utvecklingsfinansiering till drygt 30 idéer/företag.

### **Självvärdering**

Till initiativets styrkor hör mobiliseringen av aktörerna inom 4Helix®, ett ökat engagemang bland forskare och affärsutvecklare samt den regionala samstämmigheten kring turism, sport och friluftsliv som tillväxtmotor. Avsaknaden av stora företag med egen FoU-budget är en svaghet i utvecklingen som måste ersättas med en kraftfullare satsning på klusterbyggande med småföretag. Mittuniversitetets forskningsmiljöer är relativt små och unga och behöver fortsatt satsning på behovsmotiverad forskning. Verksamhetsinriktningen behöver ytterligare fokuseras mot ett mindre antal prioriterade insatsområden med stor exportpotential. Den planerade tillkomsten av en Science Park blir en viktig plattform för det fortsatta regionala utvecklingsarbetet vilket möjliggör för Peak Innovation att fokusera på sitt kärnuppdrag.

Efter de tre första verksamhetsåren står nu Peak Innovation inför spännande utmaningar i nästa fas. Bland annat att säkra det upparbetade strukturkapitalet, påvisa vår internationella attraktionskraft genom företagsetableringar samt ett antal kommersiella genombrott av forskningsresultat.

Vi ser med stark tillförsikt mot framtiden.

# SUMMARY

## OPERATIONS REPORT PEAK INNOVATION

**PEAK INNOVATION'S BUSINESS** idea is to gather forces in the region to create sustainable regional growth through business development and research, focusing on internationalisation and joint activities in the tourism, sports and outdoor industries.

### Vision 2025

The region is the world-leading environment for research and business development in winter sports, tourism and the outdoors.

### Vision 2016

The region is a leading European environment for research and business development in tourism, sports and the outdoors.

The initiative's long-term objectives is to increase the commercialisation of research, increase the number of companies establishing operations in the region, increase the turnover and sales of existing companies and increase companies' export income. This will boost the region's international profile and competitiveness and thus the region's attractiveness to development-oriented players and businesspeople.

The short-term aims for the period have generally been fulfilled. More than 650 companies/organisations and 44 academics have been involved in the initiative's activities/projects. Peak Innovation has been part of starting 21 new companies. 62 prototypes have been produced and three patents have been registered. Four products and eight services have been introduced to the market and created income on an international market. Additionally, 31 applications for development financing have been submitted to different funding sources.

Jämtland is the Swedish county in which the tourist industry probably has the greatest effect on the regional economy. The number of whole-year job equivalents in tourism has risen from 3,253 to 4,675 in just three years. Entrepreneurship in Jämtland is significant and has increased by 10% between 2009 and 2010, which means that the county proportionally has the third highest level of new entrepreneurship in Sweden.

Four parties, 4Helix®, have founded a company, Mid Sweden Science Park AB, for the purpose of running the Peak Innovation initiative. The board's composition is Business and Sport 40%, Public Bodies 30% and Mid Sweden University 30%.

The initiative consists of the following areas of operation: Process management, Arena Östersund, Arena Åre, ETOUR, the Swedish Winter Sports Research Centre, Sportstech, Öppen Dörr, development financing and the supporting functions of information and marketing, finance and economics and the Advisory Board. Activities within each area are led by a project coordinator. These, reinforced by representatives from Östersund and Krokom municipalities, comprise a Management Group. The Advisory Board is led by County Governor Britt Bohlin, and is a broad, strategic network for cooperation.

Work has focused on regional mobilisation, creating a more positive attitude to needs-driven research, coproduction between academia and trade and industry, identifying and realising ideas/projects, activities to support exports and international positioning.

## **MILESTONES:**

- 2008, Peak Business & Sports AB, forming the business platform.
- 2008, partnership agreement with Scandinavian Outdoor Group (SOG).
- 2008, Mid Sweden Science Park AB and its board.
- 2009, Advisory Board.
- 2009, Soft Financing AB, initiator for founding companies and business cooperations.
- 2009, Peak Innovation Lab – the Swedish Winter Sports Research Centre (SWSRC).
- 2009, Innovationshuset, joint premises for players in the innovation system.
- 2010, A public service agreement gives SWSRC the right to sell services/tests on a commercial basis.
- 2010, Åre Capital Market Days, Peak Innovation is one of the founders and organisers.
- 2010, A number of researchers at Peak Innovation's selected research environments start companies.
- 2010, Destination Östersund AB, initiates founding a destination company.
- 2011, Peak Innovation Business Centre opens in Åre.
- 2011, The Swedish Winter Sports Research Centre established in Åre.
- 2011, The Swedish Ski Association's alpine activities move to Åre.
- 2011, Export drive aimed at Asia/China in partnership with SOG, ispo and the Swedish Trade Council.
- 2011, Scandinavian Outdoor Summit Åre, initiated and organised in cooperation with SOG.

A total of around 200 press clippings in the local and national press and on the web. A number of clipping in the international media, among others linked to the Scandinavian Outdoor Summit and debate articles on innovation and growth in the regional and national media.

During the period, the basic financing for the initiative has been supplemented by financing from the Swedish Agency for Economic and Regional Growth to a three-year total of SEK 42 million. The initiative has also contributed the the development financing of more than 30 ideas/companies.

## **Self-evaluation**

The initiative's strengths include the mobilisation of the players within 4Helix®, increased enthusiasm among researchers and business developers and the regional agreement on tourism, sports and the outdoors as a motor for growth. The lack of large companies with their own R&D budgets is a weakness for development and must be compensated by a more energetic investment in cluster building with small businesses. Mid Sweden University's research environments are relatively small and young, and continued investments in need-driven research are needed. Operations need additional focus on a smaller number of prioritised areas with significant potential for exports. The planned addition of a Science Park will be an important platform for continued regional development, making it possible for Peak Innovation to concentrate on its core tasks.

After the first three years of operation, Peak Innovation is now facing exciting challenges in its next phase. This includes assuring the generated structural capital, demonstrating our international attractiveness through business establishments and a number of commercial breakthroughs due to research results.

We have every confidence in the future.

## CONTENTS

1. Introduction.....	3
2. Organisation, working methods and support.....	4
3. Communication and information.....	6
4. Value creation in new and existing companies and skills provision.....	7
5. Needs-driven R&D.....	9
6. The initiative's impact on the regional and national innovation system .....	14
7. National and international role and position .....	16
8. Attraction power for additional financing, people and businesses .....	18
9. Activities for learning, follow-up and evaluation.....	20
10. Gender, equality and diversity.....	21

## APPENDICES

Organisation Plan, Peak Innovation  
Mid Sweden Science Park AB (board members)  
Management Group (members)  
Advisory Board (members)  
Peak Business & Sports AB (part-owners and partners)  
International Activities  
Internal Model for Follow-up Indicators

### *Vision 2016*

*The Jämtland region is a leading European environment for research  
and business development in tourism, sports and the outdoors.*

# 1. INTRODUCTION

*“It is a great honour to be part of VINNOVA’s national VINNVÄXT programme, which is receiving so much praise in Europe. Our partnership with VINNOVA is a decisive factor in being able to establish the necessary contacts. Internationalisation is key, becoming well-known in the rest of the world opens up for business establishment in our region. We have an excellent position – now we just have to continue making the necessary progress.”*

*Jens Nilsson, Chairman of the Board for Peak Innovation, former municipal commissioner and future MEP*

**TRAVEL AND TOURISM** is one of the world’s biggest industries, providing more than 258 million jobs around the globe<sup>1</sup>. For Sweden, tourism has become increasingly significant, with an export value<sup>2</sup> of SEK 93.6 billion in 2009, which is higher than the export value of the iron, steel and auto industries combined (SEK 64 billion)<sup>3</sup>. According to the World Economic Forum<sup>4</sup>, which every second year evaluates 139 countries’ competitiveness, business climate and the potential for developing tourism, Sweden climbed from seventeenth place in 2007 to fifth place in 2011. Tourism and the visitor industry is thus on the way to become Sweden’s new base industry, with around 160,000 whole-year employees and a turnover worth SEK 250 billion per year<sup>5</sup>, which is expected to increase to SEK 450 billion<sup>6</sup> within ten years. Sweden is also one of the nations that invest most public funds in research. The Government Policy Statement last autumn stated that an innovation strategy for Sweden will be produced, a process that is now underway with the aim that Sweden will be the most innovative nation in 2020.

Against this background, Peak Innovation’s task is clear – to increase the region’s and the nation’s international competitiveness by becoming one of the leading European environments for research and business development in tourism, sports and the outdoors.

The Jämtland region’s investment in the future, Peak Innovation, focuses on the areas of tourism, sports and the outdoors, with tourism as the major industry. Based on the region’s long tradition within tourism and the outdoors, its position as an established county for tourism with well-known destinations, with numerous internationally renowned outdoor businesses and brands, and three top-ranking research environments at Mid Sweden University, Peak Innovation is working to create a strategy around research and business development in these growth areas. The aim is that partnerships between academia, trade and industry, sports and the public sector will result in exportable services and products based on needs-driven research and business development.

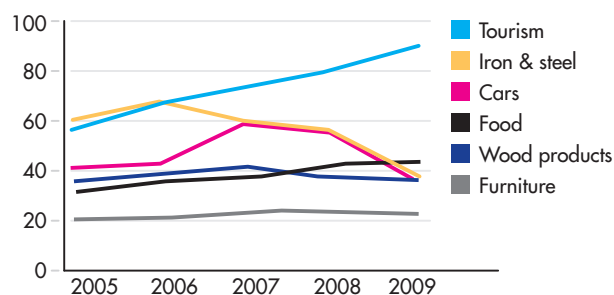
Development work at Mid Sweden University is compatible with the Swedish government’s call for strengthen Swedish research. Mid Sweden University focuses on four profile areas: Health, Sports and Sports Technology; Industrial IT and Digital Services; Tourism and Experiences; Forests as a Resource. An important starting-point is that research results should be of interest for the region in which the university is situated.

Jämtland is the Swedish county in which the tourist industry probably has the most impact on the regional economy<sup>7</sup>, mainly due to the targeted investments in destination development, primarily in Åre. According to the region’s tourism organisation, the number of whole-year job equivalents in tourism has risen from 3,253 to 4,675 in just three years<sup>8</sup>.

Entrepreneurship in Jämtland is significant and has increased by 10% between 2009 and 2010, which means that the county proportionally has the third highest level of new entrepreneurship in Sweden<sup>9</sup>. Experience from the Alpine World Championships in 2007, the 2008 Biathlon World Championships and numerous World Cup events reinforces the image of a region that is moving forward. Additionally, there is increasing general interest in the outdoors and outdoor products; new research shows that the Swedish people spend SEK 96 billion each year on outdoor activities. The same report also states that there is room for expansion, outdoor enthusiasts are prepared to put another SEK 33 billion into their interests<sup>10</sup>.

It can thus be stated that the circumstances are right for the Jämtland region to become established as a European hub for research and business development in tourism, sports and the outdoors. After Peak Innovation’s first three years of operation, this vision is now on the way to being realised.

Tourism’s export value (foreign consumption in Sweden) and export values for some important product areas (current prices, SEK billion)



Source: Swedish Agency for Economic and Regional Growth/Statistics Sweden

<sup>1</sup> www.wttc.org

<sup>2</sup> Foreign visitors’ consumption in Sweden

<sup>3</sup> Swedish Agency for Economic and Regional Growth/Statistics Sweden

<sup>4</sup> The Travel & Tourism Competitiveness Report 2011

<sup>5</sup> Ministry of Enterprise, Energy and Communications

<sup>6</sup> TUI, Turismens Utredningsinstitut

<sup>7</sup> Svensk Handel 2009

<sup>8</sup> Jämtland Härjedalen Turism/Resurs TEM 2010

<sup>9</sup> Confederation of Swedish Enterprise

<sup>10</sup> Economic values in Swedish outdoor activities, October 2010

## 2. ORGANISATION, WORKING METHODS AND SUPPORT

*“Tourism, sports and outdoor activities are our base industries; their development boosts the growth of the Jämtland region and that of Sweden. Peak Innovations mobilisation and work on this development has been decisive. I see the forces behind this initiative as very positive and important to the region’s future.”*

*Britt Bohlin, County Governor*

**ON 13 APRIL 2007**, the region signed a unique 4Helix\* agreement on entering a partnership for the long-term Peak Innovation project, aimed at establishing a regional innovation system for the tourism, sports and outdoor industries. The parties to the agreement were Mid Sweden University, Jämtland-Härjedalen’s sports association, the municipalities of Östersund/Krokom/Åre and the region’s trade and industry, through a business platform called Peak Business & Sports AB<sup>11</sup>, PBS AB. The county council/Region Jämtland later joined as a part-owner. Collective action is a key concept; the partnership agreement demonstrates the parties’ intentions and how they are working together towards a shared vision: “In 2025, the region is the world-leading environment for research and business development in tourism, sports and the outdoors.”

The parties founded a company, Mid Sweden Science Park AB, for the purpose of running the Peak Innovation initiative. At the end of 2008, the shareholder agreement in Mid Sweden Science Park AB, MSSP AB, was signed; this regulates the relationships in the neutral development arena. The long-term aim for the ownership distribution is: trade and industry and sports 40%, public bodies 30% and Mid Sweden University 30%.

The Board and its chairman, Jens Nilsson, who was then municipal commissioner for Östersund, comprises representatives of the shareholders and meets four or five times each year. The Board delegates wide ranging responsibilities and authorities to the working committee and the process leader as regards strategy execution and daily financial decision-making within Peak Innovation.

The process leader, the managing director of MSSP AB, manages and is responsible for the innovation system’s operation, administration and growth. The initiative now includes the following areas of operation: Process management, Arena Östersund, Arena Åre, ETOUR, the Swedish Winter Sports Research Centre, Sportstech, Öppen Dörr, development financing and the supporting functions of information and marketing, finance and economics and the Advisory Board (Samhandlingsgruppen). Activities within each area are led by a project coordinator. These coordinators, reinforced by representatives of Östersund and Krokom municipalities, form a management group. In total, there have been 30 management

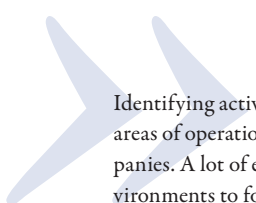
group meetings. The process leader/project coordinators are the “oil on the wheel” that is the innovation system, based on support and mobilisation – which includes communication, process management, follow-up, education, value creation and organisation. Of the project’s three full years, the first year’s activities for the process management were preparatory, such as recruitment, planning and organisation. However, the research environments started their activities immediately, while other areas of operation have been active for the past two years.

The Advisory Board (see appendix), led by County Governor Britt Bohlin, has met on eight occasions and has around 45 members. It is a broad, strategic cooperative network that includes the region’s most important players. The group has fulfilled an important function in influencing the focus of the initiative, and has been a reference group, support function and information disseminator. Examples of themes have been internationalisation and external relations, exportability, commercialisation, development financing, innovation and creativity, information and communication. The group has made a significant contribution to the initiative’s regional positioning and gained great support.

Strategy work has been carried out by the management group during the first phase of activities, has been supported by the Advisory Board and then decided by the Executive Board, see Action Plan 1.1. This has then been realised by the operative areas in annual activity plans as work progresses. An in-depth, revisionary strategy seminar was carried out as a two-day seminar after half of the project period.

Support for the initiative has been gained through around 500 presentations, seminars and individual meeting for almost 10,000 people. Additionally, there have been a number of meetings with strategic groups, such as the three boards of the three municipalities, the board of Jämtland county council, the management of the county administrative board and the regional financial management, PBS AB’s board, and the Advisory Board. In addition to the above-mentioned process for gathering support, traditional marketing information has been distributed through printed material, a website and advertising.

<sup>11</sup> Peak Business & Sports AB’s ambition is to be a leading European network for business and sports in the tourism, sports and outdoor industries. PBS AB now has more than 50 part-owners and partners, indirectly 1000s, linked to the company and its operations.



Identifying activities and R&D projects has been done through the areas of operation, both as regards research environments and companies. A lot of effort has been put into encouraging the research environments to focus on commercialisation and to motivate the small companies, with little research experience, to join this cooperation. In total, around 50 development projects of varying size have been started and completed with companies, and about 250 contacts have been established, primarily within the Öppen Dörr area. The selection process is based on capturing project ideas from the initiative's customers: 1. Researchers, lab staff and students 2. Business/product developers in companies 3. Entrepreneurs and other idea donors.

Project proposals were analysed using the TEMPOR method<sup>12</sup>, analysis of other success factors and the idea donor's expertise and motivation. The selection criteria are: groundbreaking, export potential, research-linked, development potential and strategic and infrastructural significance.

TEMPOR and the task descriptions comprise the follow-up instrument. Contacts with those responsible for the task are continuous. One ambition is to minimise the formalities in order to win time for the project managers to complete their activities.

At the research environments, the selection of R&D projects is made in close cooperation with trade and industry, the Swedish Olympic Committee, national and regional sports associations, elite sportspeople and/or elite coaches and industry organisations. This has been necessary in order to gain support and ensure relevance for target groups. The students' ideas are also made use of through a partnership with MIUN Innovation.

### **Self-evaluation**

Mobilisation and support are strengths of the initiative. The broad-based board has had an important support function. The Advisory Board is a very important group for the initiative, in which work should be more task-oriented based in the future, on the demands expressed by its members. Operations and the activities of the management group need to be developed on the basis of areas and focused on a more market-oriented working method in the future. The research environments' attitude to needs-based research and commercialisation has become much more positive. The Swedish Winter Sports Research centre has received the most publicity. Capturing ideas has worked well, despite being based on too few outreach activities, which will be necessary in the next stage to generate more corporate involvement. The Öppen Dörr area has a steadily increasing inflow of ideas, so more definite priorities can be made. In general, in Peak Innovation's next phase we need to prioritise and gather resources for a few projects/specific areas.

We are experiencing greater demand for our services, with more customers/partners and greater interest. This is positive, as we are meeting a need in the regional innovation system, but it has been hard on the staff. The idea with development financing was that resources would be created to gradually increase staffing, with which we have

not been entirely successful. Going forward, it is important to find a suitable staffing strategy as well as find forms for cooperation with the upcoming Science Park.

The process management has prioritised activities that focus outwards to mobilise and gather support for phase 1.

The process leader's support and credibility in the region have given Peak Innovation legitimacy. The initiative's partnership with R&D environments as regards resources, support and follow-up should, in the future, be reinforced. For example with a research engineer in each environment.

One aim for 2011 that has not gone according to plan is the founding of a Science Park, but it is realistic to aim for this during 2012.

Finally, we can state that we have succeeded with our ambition of building credibility in the region and strengthening the regional innovation system with a focus on tourism, sports and the outdoors.

---

<sup>12</sup> Technology, Economy, Market, Product, Organisation, Research

# 3. COMMUNICATION AND INFORMATION

**REGIONAL MOBILISATION** was identified as a success factor, and the initiative therefore chose to focus on this. This was done through outreach activities and personal meetings in which the management of Peak Innovation explained and clarified targets and visions. In summary, since the initiative started in 2008 it has made around 500 presentations for almost 10,000 people. In parallel, work has continued on actualising cooperation with the relevant researchers at Mid Sweden University and businesspeople and business developers in the region. A central issue has been to change attitudes; getting researchers to see the opportunities found in commercialising research results and business developers to see the potential in the R&D that is carried out in research environments. Three clear target groups were identified early on: researchers, business developers and regional management, in the form of politicians and civil servants in public administration.

The Peak Innovation initiative has carried out communicative work using a “house of brands” strategy. Hence, we have chosen to focus on communicating the results that the players in the innovation system have achieved. Through these, knowledge of the initiative is disseminated and we have been able to clarify our offer, create legitimacy and inspire others to participate.

For a period, we chose to work with an external press officer to focus on the press and media. A distinct dissemination strategy has given results in the form of more publications, regionally as well as nationally and internationally. An external press room has been created, [www.mynewsdesk.se](http://www.mynewsdesk.se), which has made it relatively easy for us to reach a group of newspapers and journalists. We worked with Mandel Consulting, a PR agency focusing on the UK and German markets, during the Scandinavian Outdoor Summit. This, in combination with more than 15 invited journalists from around the globe, resulted in a large number of international press clippings.

In accordance with the “house of brands” strategy, the following communicative objectives have formed the basis of the communication plan that was first produced in the autumn of 2009:

## 1. Increase knowledge of the project

Personal meetings and presentations for regional management, trade and industry and academia

Gradual transition to describing results in print and in the digital media

Increased press presence in the second half of the operating period  
Situation-governed advertising, in accordance with the “house of brands” strategy

## 2. Create legitimacy

Act as a “house of brands”; results should speak for themselves and brands be emphasised.

## 3. Clarify the offer

Packaging of the initiative’s offer by communicating the results in an editorial manner

Formulation of targeted offers to specific target groups.

The channels have primarily been personal meetings, complemented by printed material and a web presence via [www.peakinnovation.se](http://www.peakinnovation.se).

In summary, during the operating period, we have produced six printed newsletters, around ten digital publications, the Annual Report 2009/2010 and an English presentation brochure for the region - “The Peak Region” (updated 2011). Additionally, a brochure for the Swedish Winter Sports Research Centre has been produced in the spring of 2011, Peak Innovation Summary, describing activities and results during the period. Two advertisements were placed in the international Cleantech magazine, Green Solutions, as well as national advertising in collaboration with Östersunds Turist & Kongress in Dagens Industri and a full-page advert in the local newspapers during the Winter Festival 2010. In the first quarter of 2011, there was an advertising campaign in the local press during the Alpine World Cup in Åre. There are a total of around 200 press clippings in the local and national press, as well as a number of clippings in international media, among others linked to the Scandinavian Outdoor Summit. Peak Innovation was also visible on TV3 during the “Landskampen” programme, a sports duel between former elite sport athletes from Sweden and Norway. The programme was a co-production between Sweden and Norway.

## Self-evaluation

“House of Brands” has been a deliberate strategy that has allowed us to help boost previously established brands through the initiative. However, it has meant that there have been many different sources for our message, and we have therefore have an educational challenge in explaining how Peak Innovation has been involved.

There has been a tangible lack of external knowledge and understanding about what an innovation system is, what it can mean for regional development and growth. In retrospect, we can only speculate about the extent to which more forceful information, targeting the general public, would have facilitated our work.

One challenge has been to reach out through regional media, particularly when it comes to describing the initiative, its results and activities. Working with an external press officer had good results in the form of more publications in regional and national media. Continued personal contacts with regional media will remain necessary, because we believe they perceive the long-term work with building up a regional innovation system as difficult to explain to readers.

Our information efforts, which mostly consisted of explaining the concept and benefit of innovation systems, would have been more effective if we had received the requested support from VINNOVA in the form of presentation material with good examples and educational tips concerning innovation system and cluster.

The process management has made massive efforts to personally meet key persons, businesspeople, researchers, organisations and activities, in order to create trust in and understanding of the initiative. This work is not finished, instead it is a continual process. We decided early on to communicate with our target groups through conventional media, such as printed newsletters, etc. The ambition is to switch to increasing communication via the Internet and social media.

# 4. VALUE CREATION IN NEW AND EXISTING COMPANIES AND SKILLS PROVISION

*“Peak Innovation has brought us into contact with other companies and business ideas, some of which we had never heard of, and has initiated a development project that we will be part of. Indirectly, via Peak Business & Sports AB, Destination Östersund AB has been created, which will benefit our business in the future.”*

*Lars Sillrén, Managing Director Storsjöyrån AB*

**SINCE WE STARTED**, around 250 ideas have been submitted, of which around 100 have been analysed, selected and treated according to the TEMPOR model. After this, a number of ideas have received advisory services via the process management, network links or preliminary studies. About 20 of these currently have the potential for long-term success and are fully compatible with targets and selection criteria.

During the period, more than 650 companies/organisations and 44 academics have been involved in the initiative’s activities/projects. Peak Innovation has been part of starting 21 new companies. 62 prototypes have been produced and three patents have been registered. Four products and eight services have been introduced to the market and created income on an international market. Additionally, 31 applications for development financing have been submitted to different funding sources.

If the results are viewed against the background of the aim to achieve innovative and export-friendly products and services, it is primarily the support for the Positioning/”Track360” project that is starting to generate results. Tools for more efficient snow production, based on GIS/GPS technology, are now being exported to international ski resorts such as Reiter Alm, Blue Mountain NY and Åre. In parallel with this product development, researchers at Etour have developed a service system, based on the same technology, to capture customer experiences in real time. The know-how that has been created also comprises the basis of continued product and business development in “arena management”, i.e. systems for information about the customer/person, machinery, natural conditions, etc., of an arena. A series of new products and services is developing:

- LängdGis for information about the quality of cross-country skiing trails.
- Radar-based snow-depth measurement.
- Payment systems for the smooth pricing and payment of quality improvements.
- Virtualisation of the arena to develop new services, games and experiences.

Another project is “Skiers”, which has produced a method for

developing leadership and personal skills in parallel with skiing. The company has rapidly become an international organisation and network. The “Hållbarhetsstyrning” (sustainability control) project was started due to the need to state the sustainability of goods/services in the tourism and outdoor industries.

The Jämtland region is enforced with implementing LEAN services in companies. A total of 64 companies in Åre and 23 companies in Östersund have participated in the LEAN seminars. Examples of companies from Åre that have implemented LEAN are: Åre Chokladfabrik, Åre Destination, Åre Municipality and Klättermusen.

Destination management is a method for developing business for the purpose of increasing visitor numbers to destinations – e.g. training/health/hiking tourism; Skiers – development of the core activity of skiing; testing of products/methods, etc. In parallel, R&D of new knowledge that can be integrated in the business concept is carried out at Sportstech (sports products), Swedish Winter Sports Research Centre (test tools, sports products) and Etour (tourism development, analysis methods).

Peak Innovation’s deliberate investments to establish meeting places and startups aim to support business development and needs-based research.

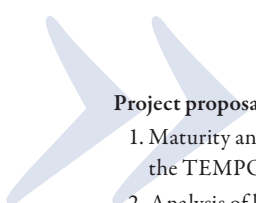
In skills provision, Peak Innovation has initiated a preliminary study, Swetour, along with regional and national tourism organisations. Swetour aims to initiate, lead and complete and groundbreaking introduction of 10,000 young people to the attractive visitor industry. A previous, similar investment in Sweden focused on the area of IT, the SWIT project.

**Project ideas were captured from:**

1. Researchers, lab staff and some students via MIUN Innovation<sup>13</sup>.
2. Product/business developers in companies, business management.
3. Operations manager/programme council/Peak Innovation’s management group

About 80% of the ideas/proposals comes from customers and around 20% from the process management.

<sup>13</sup> MIUN Innovation is tasked with stimulating researchers and students to create business ideas for research and academic knowledge, supporting idea-holders in the innovation process, from idea to business concept and developing a culture at the university that makes commercialisation and entrepreneurship an attractive choice for researchers and students.



### **Project proposals are identified through:**

1. Maturity analysis – current situation to what is desired – using the TEMPOR method
2. Analysis of key factors (economic buoyancy, market, customer situations, legislation, producibility, etc.) for potential success
3. The entrepreneur's/project manager's competence and motivation

### **The selection criteria are:**

1. Export potential
2. Development potential
3. Groundbreaking in its area and/or for the Peak sphere
4. Infrastructural or strategic significance for the region and the Peak sphere
5. Research links

### **Peak Innovation's role in the project:**

1. Initiator
2. Bringing partners together
3. Advisor
4. Funding of preliminary studies and research projects
5. Providing project managers and/or people who participate in development work

### **Follow-up is carried out through:**

1. Comparison with the task descriptors.
2. Where necessary, through hired expertise.
3. Operations manager for Öppen Dörr elected to the board/project management/management group.
4. Via ongoing evaluation.

### **Infrastructure investments in the form of prototype workshops, labs, demonstrators:**

1. Swedish Winter Sports Research Centre Åre, a new alpine research centre and test arena
2. Peak Innovation Lab, Swedish Winter Sports Research Centre. Swedish Winter Sports Research Centre, Östersund, commercialisation of sports products and test methods.
3. Destinationsbelysning, a centre formation to increase knowledge and expertise in lighting solutions – utility lighting and art lighting.
4. Innovationshuset on Campus Östersund: Joint localisation of players in innovation support.
5. Under development: Science Park on Campus Östersund.

### **Self-evaluation**

There is now rapidly increasing interest from trade and industry in research links to product/business development and for commercialisation of research results. Both meeting places and support systems have developed during the period.

However, the perception is still that the processes are long before arrival at a commercialised result, so the processes thus need to be "industrialised". Moving forward, there should be a focus on the projects that have the greatest long-term market potential, e.g. Tourism Themes, Sport/Outdoor Products and Destination Management.

There is a tangible lack of companies with large R&D budgets. Work on bridging the financing gap, i.e. the phase from business plan to starting operations, must be intensified. Finding financial solutions for destinations and their business development is a success factor for the development of competitiveness. The previously established "development financing" function will be an important instrument as a bridge-builder between companies and financiers. Skills provision via labour market training, for example, is not adapted to fast-paced business needs.

Peak Innovation and its industries' contact network is solid and strong nationally, and is rapidly developing internationally through the addition of new meeting places that support cluster development.

Examples of value creating projects/areas are: Positioning, sustainability control, health and training tourism, new lab/R&D environments such as the Swedish Winter sports Research Centre Åre and the textiles lab at Sportstech, Sweden's Alpine National Arena Åre, service innovations, Peak Innovation Business Centre Åre and destination development.

## 5. NEEDS-DRIVEN R&D

*“We fell over Peak Innovation and Sportstech at an information meeting and made contact with the right people. We’d only have covered half the distance we have today if we’d made this journey on our own.”*

*Dan Eliasson, part-owner of Segebaden AB, on the cooperation with Sportstech.*

*“The Swedish Winter Sports Research Centre in Åre will be a unique environment for advanced field studies on the slopes and will be of vital importance, including for work focusing on the 2014 Sochi Olympics.”*

*Professor H-C Holmberg, Head of Development at The Swedish Olympic Committee and Head of Research at the Swedish Winter Sports Research Centre, Mid Sweden University*

**IN RECENT YEARS**, Mid Sweden University has carried out intensive work on profiling its research. The results of this are expressed in Mid Sweden University’s development plan 2009 – 2012 (reg. no. MIUN2008/820). The development plan has four profile areas and five research areas, of which some may eventually become profile areas. Mid Sweden University’s KK environment<sup>14</sup> focuses on the university’s four profile areas, summarised in the vision “Forests and mountains as resources for business and quality of life”. The profile areas are: Health, Sports and Sports Technology; Industrial IT and Digital Services; Tourism and Experiences; Forests as a Resource. The profiling is based on areas in which Mid Sweden University is able to conduct internationally leading research and are close to internationally competitive clusters that can act as partners for cooperation and coproduction.

The overarching shared theme of the university’s profiling is a focus on areas in which excellent research at the university is linked to innovation systems with a strong base in the region and regional development strategies. Mid Sweden University’s profile thus provides a basis for sustainable development and growth in the region through coproduction, based on the resources represented by forests and mountains. This applies to resources such as nature, technology and production, but also resources in terms of quality of life, service development and networking.

The three research environments that are particularly interesting for Peak Innovation’s profile and which are operatively included in the initiative are:

- ETOUR
- Swedish Winter Sports Research Centre
- Sportstech

### Self-evaluation

The university management and the researchers have generally developed a clearly positive attitude to needs-driven research, to corporate involvement in research and to participation in business development projects. The region’s trade and industry has developed positively in its view of the university and is increasingly seeing the business value in a research presence in the company’s product/business development.

Even if the research environments have more contacts and interfaces, there is a great deal of unused potential in mutual coproduc-

tion. Problems that need solving are that each research environment is very busy on its own account, so there are few resources free in the system for coproduction with trade and industry, and more multidisciplinary development. In this context, Peak Innovation may be an important player by encouraging and stimulating links between different research environments. One way of developing this is the addition of research engineers to the research environments.

### PEAK EXPERIENCES – CUSTOMER-DRIVEN SERVICE INNOVATION WITHIN ETOUR

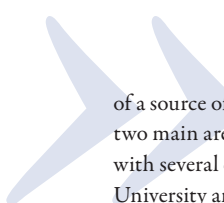
The ETOUR tourism research institute is the centre of the Tourism and Experiences profile area. ETOUR conducts research and education and communicates about factors and processes significant for the tourism industry’s need for knowledge linked to destination development. ETOUR’s vision is: By 2020, we will be Europe’s leading environment for research-based knowledge of tourism.

ETOUR is now a nationally leading environment for research-based knowledge of tourism. ETOUR is part of the Department of Social Science at Mid Sweden University, Campus Östersund. It has 25 employees, including three professors, and further recruitment is underway, making ETOUR the biggest tourism environment in Sweden. In the last three years, it has produced 40 scientific articles for international publication and 33 conference papers.

Research at the institute deals with the visitor (domestic and international) and stakeholders in the visitor industry. It builds knowledge of destination development from a range of different perspectives in collaboration with international partners. Particular attention is paid to innovation processes at destinations, events and theme parks. It is also the first Nordic environment for postgraduate (third-cycle) education leading to a qualification in Tourism Science. All research at the institute can be said to be needs-driven, as its foundation is dialogue with public and private tourism stakeholders. Recently, a number of projects based on service innovation have started, of which one – Peak Experiences – is directly linked to Peak Innovation through its funding.

The formation of the Peak Experiences project began in the latter half of 2007. The area has grown through dialogue between several research environments and key players, primarily in Åre and Östersund. The project is founded on a need within the tourist industry for more in-depth knowledge of customer values, needs and experiences. In addition, there is an idea that the customer could be more

<sup>14</sup> KK-stiftelsen funds research in higher education and aims to boost Sweden’s competitiveness. It finances research and skills development at Sweden’s 17 new higher education institutions when it is done in partnership with trade and industry.



of a source of renewal for creative development. The project has had two main areas: a method development project in collaboration with several different subjects and departments at Mid Sweden University and companies in the region, e.g. tourism players and technology suppliers. This work has created commercial benefits for the companies that were involved. The latter half of the second area has thus focused on the commercialisation of the working method itself. The working group for Peak Experiences comprised: Bo Svensson, Docent in Political Science and project manager; Robert Pettersson, PhD in Human Geography, Ingrid Zakrisson, Docent in Psychology, Malin Zillinger, PhD in Human Geography, and Johan Lilja, PhD in Quality Engineering. Additional staff have participated in the project at different periods.

The working method primarily consists of a family of methods that aim to increase the understanding of the visitor's experience as expressed in behaviour and emotion in time and space at destinations and resorts. The results are then analysed using software and visualised on a realistic map of the relevant experiential space. More in-depth knowledge is acquired through supplementary methods.

#### **Business idea**

The idea for Peak Experiences has been, through partnerships between research and companies in the region, to generate a knowledge base about visitor needs as input for business development at the destination/event. Also, through shared strategic considerations between researchers and businesspeople as regards actions, to work for increased customer satisfaction and business profitability.

#### **Vision**

The vision is that the businesses involved, with the help of the knowledge-building to which the process gives rise, can continually attract new, returning and more satisfied visitors. Additionally, that this ongoing process in the region will attract international interest and recognition in the research world and in trade and industry. Finally, that the research conducted achieves an international reputation, e.g. through international publications and conference papers.

#### **Strategies**

Strategies have focused on gathering inspiration for customer-centred tourism research from research into the manufacturing industry and other service sectors, thus finding new ways of developing research benefits for commercial players, and making the tools accessible for a wider cross-section of companies, public bodies and other organisations through the commercialisation of research results, as well as forming international alliances in R&D work.

#### **Peak Experiences has had the following concrete goals:**

- To develop and test methods for increasing understanding of the visitor's experiences expressed in behaviours and emotions in time and space at destinations and resorts.
- Development, testing and feedback in partnership with players in the tourism industry.
- International dissemination of research results.
- Building international partnerships, both in research and business.
- Technology development (hardware) for the effective performance of R&D work in the field.
- Software development for more accessible and efficient analysis during R&D.
- Commercialisation of the working method, with a focus on forming a limited company.

#### **Activities 2008-2011 to achieve these targets**

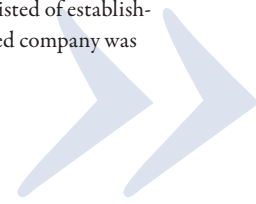
The main activities during the first part of the period were the development and testing of methods for understanding visitor's behaviours and emotions in relation to the experience in time and space. Work has primarily been conducted through four case studies: studies of two events (2008 Biathlon World Championships in Östersund and Storsjöyran 2009) and two destination studies in Åre in the summer of 2008 and the winter of 2009. The design of each study was done in close cooperation with the relevant players in the tourism industry, as well as with technology companies. Partnership with Skarp Åre (education in business and product development) has involved the students in work focusing on verification of a service concept. Activities have been continually reported to partners through project reports, oral reports and discussions, lectures and seminars.

Another important activity during the project has been the scientific dissemination of the results, and the initiation of research partnerships with other researchers, nationally and internationally. Apart from articles in academic journals (currently a handful at various stages of publication), the project has been presented at a number of scientific conferences nationally and internationally. The project has also resulted in student essays and generated data for an ongoing thesis. International contacts have been made, including with researchers in Australia.

The other main activity has focused on commercialising the project's working method. This has had four subthemes: hardware development, software development, business development and company startups.

To increase the method's flexibility, work has been carried out to develop the hardware needed to gather information. Different ideas have been tested in collaboration with researchers at Mid Sweden University and different technology companies in the region. Technology development in the area is rapid, so this is a work in progress and will remain so even after the end of the project period, within the bounds of the company that has been formed. In parallel, there has been development of software, partly for more efficient analysis work, partly for data collection. There has also been collaboration with researchers at Mid Sweden University here too, as well as at other universities and with businesses in the region. This work is in its final phase.

Thorough business development work has been carried out to develop the business idea, service concept, brand, sales strategies, marketing, etc. An important factor has been coproduction with MIUN Innovation, Peak Innovation and various consultancy companies. Active sales work has been carried out in parallel to this, and contacts have been made with potential customers. The service concept is also regularly presented at various types of industry fairs. The project has attracted a great deal of media attention. Additionally, there is ongoing work on developing cooperation between various business partners, partly nationally but also internationally. This includes a licence agreement that has been developed with a partner company in Australia. The latter activity has consisted of establishing a company. The Peak Experiences R&D limited company was founded in June 2010.



## Self-evaluation

We have achieved the goals in relation to strategy and the action plan. In a few months, the project will completely transition to commercial activities, where some weaknesses can be seen. These are related to researchers as entrepreneurs, their potential and desire to be businesspeople. We believe that the service generated by the Peak Experiences project has a market, but that this has not yet been processed in a strategic or systematic manner on the basis of the above-mentioned problem. The project spans a range of social science disciplines, but the links to research in digital services at Mid Sweden University would benefit from being stronger. There are further potential links between pure service innovations and important areas of technology in the framework of Peak Innovation's future.

## THE SWEDISH WINTER SPORTS RESEARCH CENTRE

The Swedish Winter Sports Research Centre (SWSRC) is now a leading international environment for sports-based research. SWSRC is a centre that has the Department of Health Sciences (IHV) as its host department. Since its activities were tied to Mid Sweden University (1 January 2007), SWSRC has become established as a national/ international R&D environment. During the period 2007 – 2009, significant investments were made in its basic structure via EU funding, regional public funding and IHV. SWSRC now has an exceptional infrastructure in the form of unique labs, successful research groups, expert staff and close cooperation with external partners (public, private and sporting) and a good reputation both nationally and internationally. In 2010, SWSRC became a world-leader in ski research. The strategy in achieving this position was establishing a strong R&D environment and cooperating with internationally renowned researchers, as well as maintaining a high level as regards international publications. There are currently R&D partnerships with eight international higher education institutions. In the spring of 2011, a professorship in Sports Science specialising in Olympic disciplines was established.

It also has the knowledge base for future knowledge-based business development in various areas, for both services and products. The following companies are examples of collaboration: Craft, Lundhags and SKIGO. SWSRC's unique cooperation with the Swedish Olympic Committee (SOC) and a number of sports-specific associations has also had great significance and meant that world-leading athletes and coaches have had a natural link to SWSRC and its various projects and activities.

In the summer of 2010, Mid Sweden University was told by the Swedish government, via a public service agreement, that SWSRC could charge for the services and products it can supply. This decision has primarily affected the attitude and culture of SWSRC and various strategies for developing the centre's business acumen have begun, not least with support from Peak Innovation. This has also meant that representatives of trade and industry have been part of various R&D projects even at early stages. Additionally, a somewhat new way of thinking and approach in academia has been developed at SWSRC, where variables such as commercialisation and utilisation have naturally been part of the picture.


During the time it has participated in Peak Innovation, SWSRC has chosen to prioritise three areas:

- Establishing a PI lab for product development and various kinds of simple manufacturing of prototypes, etc.
- Position(s) focused on building bridges between academia and business, as well as the public sector and the sports movement. So far, this function has been called laboratory engineer and, via its role and structure, has had a relatively free role at the centre to rapidly respond to different enquiries and requests for cooperation.
- Swedish Winter Sports Centre Åre, alpine research centre and test arena. The research station in Åre will be a unique environment for advanced field studies, right on the slopes. It will be possible to perform a range of biomechanical movement analyses and optimisation of techniques and technique training on or close to the piste. There will also be testing verification of sports equipment. The environment is a good platform for cooperation between Mid Sweden University and trade and industry. The visitor industry and companies will benefit greatly from its activities, which will be as a test arena for various services and equipment.

During the relevant period, SWSRC has carried out a range of R&D activities in both elite sports (performance development) and physical activity and health. A fundamental idea has been that of "mass follows class" – i.e. that used by elite athletes will also have a broader appeal as regards equipment and training concepts, etc. Many of the initiated and completed projects have originated in this unique environment and "melting pot" that SWSRC has to offer as a meeting place for researchers, athletes, coaches, engineers and entrepreneurs. As regards the choice of which projects will be completed, the close cooperation with SOC and various sports has a decisive role. Frequently, problems that arise among elite athletes and/or elite coaches can easily become R&D projects that have a great deal of support from and relevance for various target groups. An example of this is the development of a new and unique waxing iron for preparing skis, and innovative equipment detailing (baskets, poles, race suits, etc.). One area that is seen as being of particular interest for future activities is that of health and training tourism.

## Self-evaluation

SWSRC entered Peak Innovation as a young research environment at Mid Sweden University. Operations are now in their fifth year and are still characterised by the establishment and build-up phase. Despite this, the activities carried out at SWSRC have attained a world-leading level in a very short time, as well as major international research cooperation in which SWSRC often takes the role of hub and unique laboratory environment. SWSRC has also worked with long-term solutions for financing and strategic staffing, as well as international research partnerships. This work has taken a relatively large amount of time and energy and also resulted in changes to SWSRC's structure and organisation. In 2011, a number of strategic decisions have been taken as regards SWSRC, based on the sustainability of financing and the focus of research, things that give the organisation good chances of long-term development. This includes



a longer research cooperation for the next four years, which will be formalised with SOC.

SWSRC has lived up to the aims described in the action plan. For example, three companies with a portfolio of products originating at SWSRC have been started via its own staff. The service concept has been created with a relevance for tourism, based on SWSRC's expertise. One of these is the R&D study of leptin, which has already created concepts/service innovations around the combination of weight loss, physical activity and diet. There is also the "Trepunktsbälter" (three-point belt) as a service for increased physical activity. In association with this, different types of testing and training packages have been produced, with the intention of including them in a concept based on training/health tourism. Three international companies and eight foreign universities have recurring involvement in R&D at SWSRC.

Activities in the action plan have been completed. Operations are currently linked to the centre at Mid Sweden University – SWSRC, and thus have support within the university. There is an excellent level of support nationally and some of the operations that are funded via PI have been included in the SWSRC Performance Technology group, which works closely with SOC and various sports associations. It is here in particular that the close cooperation with skiing can be highlighted. However, the number of positions with a focus on technology was 1.5 rather than the planned 2.0. Strong contacts and networks have been established with eight international universities that are active in the same fields of research. There is also established cooperation with regional businesses and, in the summer of 2010, Mid Sweden University was informed that it may charge for the services it can offer. After this clarification, operations have had a significant focus on developing SWSRC's business acumen, which has been done within the framework of Peak Innovation. A Peak Innovation lab (prototype laboratory) has been established. SWSRC has also participated in establishing Mid Sweden University as an international meeting place for developing sports products. There have been many visits from company representatives and cooperation agreements are anticipated with a number of major companies in the segment. There are also plans for coproduction within the framework of a KK environment, starting in 2012.

## **SPORTSTECH**

Sportstech is Sweden's unique environment for the engineering science disciplines in Sports Technology. Activities are carried out in one of the university's focus areas and have a strong emphasis on research and education in sports and the outdoors. The group's expertise forms the basis of the programme, at all academic levels. The links with manufacturing companies and equipment users are very significant for both research and the educational programmes. Education is important to Sportstech's activities and the students are vital results and contact creators. It was started in 2004 and has been successful as regards the number of applicants and the gender distribution, particularly when compared to other programmes that focus on engineering. Over the years, the students have gone out into working life and a number of them are now working with the

sports and outdoor industries. During the programme, the students cooperate with companies and develop products, either from scratch or as improved versions. Often, the focus matches ongoing research projects and this means that students, companies and researchers can cooperate within R&D. Peak Innovation has helped simplify these forms of cooperation and to make it a creative environment in which new opportunities are born. Peak Innovation has seen the potential of students in the innovation system and invested in them, including by providing support for participation in the ispo fair<sup>15</sup> in München.

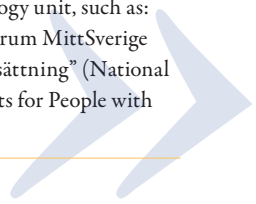
The need for more reality-based testing for cross-country skiers has been emphasised. The importance of using the correct technique in training and racing is a particular factor for success. Due to this, Sportstech has developed a rollerski for classical skiing. The new rollerski can allow the ski to slide backwards, in the same way as skiing on snow, i.e. the right load is necessary to stop the ski gliding backwards. The researchers have worked further to commercialise the ski, and Peak Innovation has helped with resources for news reviews, patent advice and networking activities with trade and industry. The rollerski also participated in the Brand New Award competition at the ispo fair.

The research group at Sportstech, along with the students and Peak Innovation, have worked on increasing the level of contact with trade and industry, both nationally and internationally. Peak Innovation and Sportstech and its students have exhibited at the last two ispo fairs in partnership with the Scandinavian Outdoor Group. Six researchers and 42 students from Sportstech participated at the last fair, in February 2010. The stand was shared with the VINNVÄXT initiative, Smart Textiles.

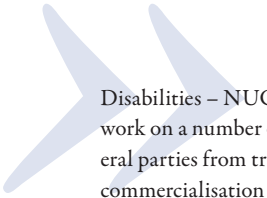
Peak Innovation's activities have contributed to marketing the researcher and former elite skier Leonid Kuzmin's products, developed by him, for preparing glide surfaces on cross-country skis and a newly-developed cross-country pole with a new grip. This is one example of how elite athletes can be the source of newly developed products.

Peak Innovation has provided ample opportunities for contacting and starting collaborations with small businesses in the region, ones that do not always have experience of working with Mid Sweden University. Examples of these companies are Marsblade, Segebaden and Trangia. The management group in Peak Innovation has brought together a number of people with extensive networks in various parts of the region. They have shown the opportunities found in being a bridge between trade and industry and academia. For example, the contact with Huskucabin came through a representative from Krokoms Municipality, who is a member of the Management Group. That project has the potential to be a niche for dogsledding for wheelchair users; it is also a new reason to travel and has great social value.

Peak Innovation has been a driving force in gaining support for other projects run as part of the Sports Technology unit, such as: "SportsTech 1" and "Nationellt utvecklingscentrum MittSverige Vinteridrott för personer med en funktionsnedsättning" (National Development Centre Mid Sweden Winter Sports for People with



<sup>15</sup> The ispo fair in Munich is the world's biggest sport and outdoor trade fair to be held annually.



Disabilities – NUCM Vinteridrott). This is because researchers that work on a number of projects have had the opportunity to meet several parties from trade and industry, increasing the chances of the commercialisation of research. NUCM Vinteridrott has benefitted from the meetings and contacts that Peak Innovation has created; there has been a realisation that the range of sports and outdoor equipment for people with disabilities is very limited, and contacts have been made with one of the world's biggest business chains for outdoor products – Globetrotter ([www.globetrotter.de](http://www.globetrotter.de)). Globetrotter currently has a limited range of these types of products, but is positive to increasing it, according to CEO Thomas Lipke. Through NUCM Vinteridrott, Peak Innovation has also been able to gain support from disability sports, a specific association in Riksidrottsförbundet (the Swedish Sports Federation). NUCM Vinteridrott is in contact with the national teams in all five Paralympic winter sports, and is participating in knowledge building, accessibility adaptations to facilities and equipment development for athletes. This is a niche product that is very suitable for our small-scale engineering industry. It is also important from a social perspective to reduce ill health in this group through physical activity.

### **Self-evaluation**

Sportstech's participation in Peak Innovation has been mostly positive. For example, the initiative has contributed to Sportstech having better and more effective management of corporate contacts, whilst offloading the researchers so they can spend time on R&D. The initiative has brought together companies with both researchers and students at Sportstech. It should be mentioned that internal communication at Mid Sweden University relating to Peak Innovation has partly worked, but should be improved. At the end of this reporting period, some action has been taken to improve this.

# 6. THE INITIATIVE'S IMPACT ON THE REGIONAL AND NATIONAL INNOVATION SYSTEM

*"I believe that our region has plenty to give in the work toward creating Sweden's new innovation policy."*

*Per Åsling, Member of the Swedish Riksdag, in association with the Ministry of Enterprise, Energy and Communications' visit to Peak Innovation on 8 April 2011.*

**MOBILISATION IN THE REGION** has had two purposes; partly to provide information about the work being done in Peak Innovation and to encourage the region to prioritise and gather its forces in tourism, sports and the outdoors.

Peak Innovation has thus become a centre in the regional innovation system and clarified the allocation of responsibility in cooperation with other players. One visible result of this is the unanimity achieved around the need for a Science Park-type development environment and an incubator-solution shared with Västernorrland.

Mid Sweden University's prioritisation of the focus areas in Östersund has been encouraged, so the research environments that are involved have a stronger motivation for needs-driven research. Another example is the region's support for investments in an Alpine National Arena in Åre, where Peak Innovation has worked on enabling the Swedish Ski Federation to move its alpine activities to the arena. Additionally, Peak Innovation is investing in creating the Alpine Swedish Winter Sports Research Centre in the National Arena.

The process leader has been involved in the work with the Tillväxtprogrammet (growth programme) for Östersund Municipality and participated in the production of the operations focus document for the newly created Region Jämtland.

In summary, regional leadership has developed around the shared management of innovation issues.

As previously mentioned, a great deal of energy has been put into gaining support and implementation in the region to create this acceptance. Another working method has been various types of lobbying, e.g. debate articles, personal discussions with key persons and strategic information meetings. The business platform Peak Business & Sports, PBS AB was absolutely necessary for the initiative. The importance of the Advisory Board has previously been mentioned. Great commitment has been put into Östersund's creation of a business platform for destination development as a complement to the municipality's destination work, which has led to the founding of a company, Destination Östersund AB.

The initiative has cooperated regionally with the following innovation support players, among others: Almi, Business Incubator, Globala Rummet, CONNECT, MIUN Innovation, Jämtland Härjedalen Turism, Vehicle Technical Centre, Midscand, the busi-

ness units for Östersund, Krokomb and Åre, the County Administrative Board, Jegrelius Institute for Applied Green Chemistry, Åre Designcentrum and Swedish Trade Council.

On a few occasions, Peak Innovation has provided inspiration and led workshops for other industries that have been impressed by how we have gathered our forces: e.g. the sports movement, organisers of international events, other regions in Sweden and food producers in the region. For the latter, we and the county's food stakeholders who had been named Culinary Capital of the Year, organised a workshop with the VINNVÄXT initiative, Skånes Livsmedelsakademi (Skåne's food academy). The theme was how to reinforce and develop clusters and innovation systems.

VINNOVA's approach and encouragement for knowledge transfers between the initiatives have been a strength in our work. Apart from Erfa meetings, there is the network that provides support for questions and suggestions at any level. We have also had national cooperation with Smart Textiles, Skånes livsmedelsakademi, Uppsala Bio, Västernorrland, Vimmerby Concept Park and Upplev Botkyrka AB, among others. Peak Innovation has also had a national position of trust on the board for SISP - Swedish Incubators & Science Parks.

A number of arenas for joint action, inspiration and business development have been created, of which Åre Capital Markets Days and the international Scandinavian Outdoor Summit Åre are the most prominent examples. The initiative is also one of the organisers of the Guldgalan<sup>16</sup> business gala, which contributes to putting our businesses and their entrepreneurs in focus. During Guldgalan we present the annual Peak Innovation Award to the player/person who has made the greatest contribution to the realisation of Peak Innovation's vision during the year.

Peak Innovation, as VINNVÄXT winner, has a clear focus on selected industries which has meant that idea-holders in these areas of interest from other parts of Sweden have contacted us, wishing to establish partnerships with the aim of developing their products.

<sup>16</sup> The aim of Guldgalan is to celebrate business and proactivity in the county of Jämtland. Guldgalan also focuses on people and companies that create a future in the county.

## Self-evaluation

Peak Innovation has fulfilled the overarching aim of strengthening the regional innovation system. Our perception is also that, in the region, we are already close to fulfilling some of the long-term aims for 2016:

1. "Increasing the region's attractiveness to development-focused players and businesspeople," for example through a dramatically increased influx of entrepreneurs in the The Business Incubator Östersund and Öppen Dörr operations. Additionally, Åre has continued to develop strongly in terms of establishing companies and inward migration. In this year's national business barometer, presented by the Confederation of Swedish Enterprise, all three municipalities show a large jump in the ranking list for businesses and new businesses, with Åre once again in first place in these two categories.

### RANKING BUSINESSES

	MUNICIPALITY	2010	2009	2008	2007
- -	Åre	1	1	1	1
- -	Stockholm	2	2	2	2
- -	Malung-Sälén	3	3	3	3
▲ +2	Strömstad	4	6	4	4
▼ -1	Danderyd	5	4	6	6
▲ +1	Borgholm	6	7	8	11
▼ -2	Solna	7	5	5	5
▲ +3	Arjeplog	8	11	11	12
- -	Täby	9	9	7	9
▼ -2	Båstad	10	8	10	8

### NATIONAL RANKING ACCORDING TO MUNICIPALITY

ÅRE MUNICIPALITY	2010	2009	2008	2007
Businesses	1 - -	1	1	1
New businesses	1 - -	1	1	1

#### ÖSTERSUND MUNICIPALITY

Businesses	39 ▲ +6	45	58	59
New businesses	61 ▲ +8	69	70	51

#### KROKOM MUNICIPALITY

Businesses	161 ▲ +17	178	158	144
New businesses	49 ▲ +21	70	29	43

Source: Confederation of Swedish Enterprise – business climate database

2. "Increasing international competitiveness and excellence in the region." This is shown through the Swedish Winter Sports Research Centre becoming a world-leader in 2010 as regards research into cross-country skiing, the establishment of an Olympic professorship at SWSRC in cooperation with the Swedish Olympic Committee, the research environment's increase in international cooperation with other R&D environments, and the founding of a joint development company with the Scandinavian Outdoor Group, which has also established an international conference in Åre in the field of the outdoors.

As regards the short-term qualitative and quantitative goals for 2011, we are on target.

At this early stage, we have broadly worked with the "larger" private players, but we now need to focus on companies that emphasise R&D. This requires a working method that sets priorities, encourages closer participation and listens more carefully to the needs of business.

As regards the research environments, an intensified action plan is needed, including prioritised resources for increased needs-based research and its commercialisation. These all needs the support of the university management.

When Peak Innovation started, there were great divisions and each of the parties in tourism, sports and the outdoors generally worked alone. There is now an awareness of the potential synergies between these fields and that they can continue to grow as businesses with great export potential. We believe that Peak Innovation has played a very important role in increasing this awareness. Despite this, there is a lot left to do in order to create a mature cooperation between the players in the regional innovation support system.

# 7. NATIONAL AND INTERNATIONAL ROLE AND POSITION

*“The cluster that is found in Östersund and Jämtland, where research, education, the sports movement, business and the public sector cooperate, sets a national and international example. It was groundbreaking when sports were absorbed into the regional growth programme as a motor for regional development.”*

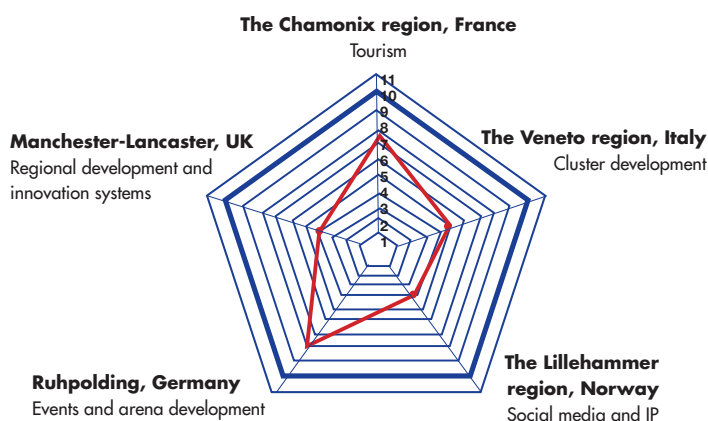
*Karin Mattsson-Weijber, Chairman of the Swedish Sports Confederation*

**THE RELEVANT RESEARCH** environments at Mid Sweden University have a high level of ambition as regards establishing international cooperation and exchanges. Via Peak Innovation, extra resources have been added, new networks and meeting places have been created. Peak Innovation has speeded up the process through its clear focus on internationalisation.

Based on its position as a cluster organisation, the focus areas and the regional perspective, the initiative has chosen to use benchmarking to make comparisons and position itself internationally. This has been done by identifying a number of European examples of “best practice” and continual external monitoring via media monitoring on the internet. Comparison objects have been selected from different areas.

**These are:** The Veneto region, Italy – cluster development; The Chamonix region, France – tourism; The Lillehammer region, Norway – social media and IP; Manchester-Lancaster, UK – regional development and innovation systems; Ruhpolding, Germany – events and arena development

The figure below presents a self-assessment of the region’s position (marked in red) in relation to the comparison objects. The self-assessment is partly founded on internet-based media analysis and on analyses made by the process management and people who have been in contact with the regions.



The working method has been to carry out business trips, receive foreign delegations in our region, carry out different activities for the transfer of knowledge and experience, provide international meeting places and to enable joint international projects.

The initiative has undertaken a number of international business trips and received a number of foreign delegations, from Germany, Italy, USA, China, Norway and Finland.

The region’s public bodies are financing three other regional projects with an international focus:

1. Midscand – works with business establishment and foreign investment in the region.
2. Globala rummet/Almi – export support for companies and expanding the region’s international contact network.
3. MidSweden Office – monitors announcements and partners within the EU, has an office in Brussels.

Peak Innovation’s role will be, through coproduction, to get them to work with tourism, sports and the outdoor industries. Cooperation has begun with Globala Rummet/Almi, there have been meetings with Midscand and, as they establish a working method, cooperation will become deeper.

In 2008, contact was made with the Nordic export cooperation, Scandinavian Outdoor Group (SOG), whose 40 or so members are the biggest exporting producers of outdoor products in the Nordic Countries. Since then, Peak Innovation and SOG have organised numerous export seminars, an export-focused contract course at Mid Sweden University, jointly participated at the ispo fair, organised an expert drive focusing on Asia/China and created an international conference, Scandinavian Outdoor Summit Åre. The people who are active within SOG have also been used as export advisors for the region’s businesses and for startup businesses, e.g. within Business Incubator Östersund, but also as matchmakers for creating international contacts aimed at bringing businesses to the region.

Two English-language publications have been produced, the marketing brochure “The Peak Region”, which was used at the ispo fair in Munich, and a magazine, “Peak Innovation Summary”, which was distributed at the Scandinavian Outdoor Summit in Åre to more than 250 participants, of which more than 50% were from outside of Sweden.

Researchers at ETOUR have strong international networks via Northors (Nordic Society for Tourism and Hospitality Research), ATLAS (Association for Tourism and Leisure Education) and IFITT (International Federation for Information Technologies in Travel and Tourism). In March 2011, the RSA conference “Innovation Processes and Destination Development in Tourism Resorts” was organised with Peak Innovation as a partner. In January 2012, ENTER 2012 “eTourism Present and Future Services and Applications” will be organised with Lund University, in Helsingborg. The 6th International Conference on “Monitoring and Management of Visitors in Recreational and Protected Areas” will be held in August 2012.

ETOUR’s national partners are: The Department of Service Management at Lund University; the School of Business, Economics and Law at the University of Gothenburg; the Department of Geography and Tourism, Karlstad; the Department of Social and Economic Geography, Umeå University; Blekinge Institute of Technology and the Swedish University of Agricultural Sciences.

ETOUR’s international partners are: Flinders University, Adelaide, Australia; Haskayne University, Calgary, Canada; Department of Geography, University Rovira I Virgili, Tarragona, Spain; Department of Geography, Hebrew University of Jerusalem, Israel; Department of Urbanism, Delft University of Technology, the Netherlands and the Center for Tourism, Innovation and Culture, University of Southern Denmark, Denmark.

The professors at ETOUR are members of editorial boards for international journals such as Information Technology & Tourism; Annals of Tourism Research, and Tourism Analysis and Scandinavian Journal of Hospitality and Tourism.

ETOUR regularly hosts guest researchers and internships from non-Swedish universities and is usually regarded as a very attractive and stimulating environment. The following people have been guests at ETOUR in recent years: Michael Yuan, Lakehead University, Canada; Tom Heberlein, University of Wisconsin, USA; Simon Milne, New Zealand Tourism Research Institute, Auckland University of Technology; Pilar Morena, University of Seville, Spain; Wolfgang Höpken, University of Ravensburg, Germany; Keith Debbage, University of North Carolina, USA; Kevin Evans, University of Missouri; Harald Pechlaner, Universität Eichstätt-Ingolstadt, Germany; Michel C Hall, University of Christchurch, New Zealand; Liisa Tyrväinen, Finnish Forest Research Institute and Ivars Orehavs, University of Lithuania, Riga.

The Peak Experiences project, through participation in a range of research networks and conferences, has kept updated on research in the relevant field. The company founded through the project has signed a licence agreement with an Australian partner that wishes to use the method and brand.

### **SWEDISH WINTER SPORTS RESEARCH CENTRE**

During its first few years, SWSRC has had a strong focus on the R&D areas of physiology and biomechanics. A unique, world-leading lab has been established for this profile on Campus Östersund. There are a large number of international guest researchers working at the research environment; in 2010, there were around 10 well-established leading senior researchers in their research field. In 2010, 35 articles were published in international journals and 24 conference papers were presented at international conferences.

SWSRC’s national partners are: Karolinska Universitu Hospital (KI), Swedish School of Sport and Health Sciences (GIH), KTH Royal Institute of Technology (KTH), University of Gothenburg, Karlstad University and Chalmers.

SWSRC’s international partners are: University of Salzburg, Austria; German Sport University, Cologne, Germany; University of Ljubljana, Slovenia, Copenhagen Muscle Research Centre (CMRC), Copenhagen, Denmark; University of Southern Denmark, Denmark; Norwegian University of Science and Technology (NTNU), Trondheim, Norway; Verona University, Italy and Jyväskylä University, Finland.

### **SPORTSTECH**

Sportstech has a thriving network with a number of national and international partners. Due to the available equipment and expertise (researchers and students), roles are clear in the partnerships. For example, expertise in additive manufacturing is an important factor in cooperation in medical fields, as well as technical expertise in biomechanics, product and prototype production in partnership with disability sports and the International Paralympic Committee. The courses and programmes provided, combined with the available staff and equipment, have given Sportstech an attractive position as a partner for R&D projects. The research environment is participating in a number of projects funded by the EU.

Sportstech’s national partners are: Uppsala University Hospital; Ångström Laboratory, Uppsala University; University of Borås; Eskilstuna Hospital; University of Gothenburg; Sahlgrenska University Hospital; Umeå University Hospital; Östersund Hospital; Jämtland-Härjedalen’s disability sports association and the Swedish disability sports association.

Sportstech’s international partners are: Aalborg University, Denmark; SINTEF, Trondheim, Norway; TU München, Germany; Padova University, Italy; University of Bath, UK and the International

### **Self-evaluation**

The objectives of the international activities in the action plan have been achieved. Peak Innovation has created numerous interesting and rewarding international contacts. The research environments are part of many international research networks that are continually developing and increasing. From a European perspective, our position cannot yet be taken for granted. In the next phase, we will focus more on international work.

During this first phase, we haven’t completely succeeded in synchronising and maintaining an overall grasp of all the international activities in the region. This means that some coordination benefits have been missed.

There is a “mental barrier” to internationalisation in a region that doesn’t have many export businesses/organisations, e.g. cultural issues, language-adapted information/sales material. The challenge is to get more international input in the regional innovation system’s culture, e.g. in the board and management group. Peak Innovation has proven to be of interest as a potential partner in EU contexts.

A greater presence in Brussels, for example, would provide every opportunity to be part of the European cluster development.

## 8. ATTRACTION POWER FOR ADDITIONAL FINANCING, PEOPLE AND BUSINESSES

*“Peak Innovation, in partnership with Mid Sweden University, has assisted us in establishing a testing lab at the university. On its own, Peak Innovation has helped us secure SEK 500,000 in public funding for developing specialized materials. In addition, they have expanded our network while promoting cooperation both within and outside of the region, they have publicized our industry, and they have helped create a more positive climate for business.”*

*Rolf Hilleberg  
Managing Director, Hilleberg AB*

**THE REGION'S PRIORITISATION** of tourism, sports and the outdoors, as well as Peak Innovation's working method, has in our opinion resulted in increased attraction for additional financing, people and businesses. The pull of Mid Sweden University is an important element, seen through the increase in registered students.

Another influential factor is work on tourism development and destinations. This environment attracts competent people to the region to continue to develop their own businesses.

### ATTRACTION POWER FOR FINANCING

There is an expressed need among businesses and researchers for earlier and more effective applications for the development financing of goods and services that are presented in the innovation system and for research funding. Peak Innovation was quick to note the need for increasing development productivity in businesses and academia. Too much energy was being put into product/business developers' and researchers' work with financing instead of with development activities. Traditional venture capital is available for successful business concepts, but at the early stages of the process there is a need for development, testing and verification that venture capital is not willing to finance.

Based on this insight, Peak Innovation has created an area of operation, development financing, that aims to make “public development capital” available for early-stage development ideas, regional projects, entrepreneurs and destinations. Soft Financing AB, a financial expert cluster, was formed and works with complete solutions for development financing of projects. This consists of conceptualisation, identification of funding sources, producing applications, financial administration of projects, follow-ups and reporting. Soft Financing AB has chosen to domicile the company in Trångsviken, Krokom Municipality, along with other established financial players, in a financial resource centre. Thus far, the company has contributed to around ten projects in national and regional programmes/players being granted some form of development financing, to a value of approx. SEK 10 million. At least as many applications are now being prepared. For example, the following companies have obtained financing from VINNOVA's Forska & Vax programme – Hilleberg the Tentmaker AB, Bracke Systems AB and Elmacchina AB.

On behalf of the initiative, work is ongoing to strengthen its own long-term financing. This involves working with the region's own

players and developing their efforts, as well as looking at additional external capital. Currently, an application has been submitted to the European Regional Development Fund to reinforce Peak Innovation's work with “Service innovation and business development, internationalisation and external financing” in which the current financiers (Krokom, Åre and Östersund municipalities, the County Administrative Board/Regional association and Peak Business & Sports) have continued and guaranteed their financial commitments for at least another three years. During this period, Peak Innovation has also attracted financing from Jämtland County Council for at least three years. At present, applications are being written by the research environments for three FP7/FP8 projects.

The Ministry of Enterprise, Energy and Communications is being petitioned as regards financing issues for destinations and business platforms. This has contributed to the government's innovation investments in the inland of Sweden, via Inlandsinnovation AB, particularly highlighting destination development as an important area.

The co-organisation of the newly started Åre Capital Markets Days is one way of attracting investors' interest and capital to the region. The annual event has been held twice and most recently attracted 300 participants over two days.

### ATTRACTION POWER FOR PEOPLE AND BUSINESSES

Deliberate profiling of activities in winter sports has been done by the region, including the Ski and Biathlon University, Swedish Winter Sports Research Centre, Swedish Ski Federation's alpine activities, Swedish Biathlon Federation, investments in the ski stadium in Östersund, the development of the National Arena in Åre and other infrastructure, e.g. Camp Södergren. This has resulted in an increased number of elite cross-country and biathlon athletes who live and train in the region. The number of students at Mid Sweden University has reached a record level this year. The total inward migration to the region shows a slight increase.

Investments in business development have contributed to the founding of 19 companies and the creation of around 40 jobs and 20 business networks. An interesting example is the Peak Innovation Business Centre in Åre, that focuses on young and innovative service companies.



## Self-evaluation

As regards development financing, goals have been relatively well met.

Capital market players – private and public – are conventional as regards their view of the investment object's security and are poorly equipped for investments in service companies, development companies, research companies, destination companies and small companies in general. Our challenge lies in turning around this anachronistic perspective. Additionally, development productivity in companies and universities in the region is stifled by too many resources being put into working with financing instead of development. Interest in receiving support via public development capital has grown as we have worked. Going forward, even greater efforts should be made in this area to increase the rate of development.

With the initiative's greater knowledge and experience, along with a stronger cooperative network, particularly with Mid Sweden Office<sup>17</sup>, international financing opportunities will play a greater role in the years ahead.

---

<sup>17</sup> One purpose of MSO is to contribute to increased growth in the region of Västernorrland and Jämtland by: influencing the design of future EU activities; promoting network-building, knowledge exchange and partnerships between the region and other European nations' organisations, businesses and citizens; improving the information flow between the region and various EU bodies; taking advantage of opportunities for adding to resources and knowledge.

# 9. ACTIVITIES FOR LEARNING, FOLLOW-UP AND EVALUATION

**ONGOING EVALUATION**, with the help of the evaluator Björn Eriksson, has been a natural part of the learning process that Peak Innovation comprises. Peak Innovation carries out continual follow-ups of its operations and finances. Follow-ups are always an item on the agenda for every management group meeting and are supplemented by the evaluator's opinions based on surveys, interviews and observations. Discussions are an important part of learning in process management and between the areas of operation. This is important for mutual support, making the most of synergy effects and for ensuring the optimal use of resources. During the period, questionnaire surveys have been carried out with partners and customers via ongoing evaluations and Öppen Dörr. See appendix – Ongoing Evaluation.

Apart from monthly management group meetings, there are also annual two-day residential meetings that focus entirely on learning and the need for changes to the strategy and action plan.

External analysis is important for a cluster that wants to be an international leader and is mainly performed through media monitoring and contacts with expert assessors, nationally and internationally, in association with fairs and study visits.

Evaluation and learning is discussed at every meeting of Mid Sweden Science Park AB's board, Peak Business & Sports AB's board and in the Advisory Group. This is important in ensuring the entire regional innovation system's active participation in Peak Innovation.

## INDICATORS AND KEY FIGURES

Indicators are measured in the initiative in relation to the commissioners, Vinnova and the Swedish Agency for Economic and Regional Growth. Peak Innovation has developed an internal model with follow-up indicators that indicate development in business development, R&D and the links between them. The working method is to use available public statistics, e.g. Statistics Sweden, the university databases, industry organisations and the Swedish Companies Registration Office. The following factors have been followed in this model: number of researchers, number of publications, number of international partners/universities, number of commercial guest nights, ranking of business/new businesses, development of wages in tourism and the outdoor industry, number of companies that perform research in coproduction with research environments, jointly produced articles in scientific journals, conference papers, patent applications, new products and services. See appendix - Internal Model for Follow-up Indicators.

It should be noted that our work on this has strongly developed our knowledge of evaluation and measurement, as well as clarified the acute need for coordination on these issues in the region.

## Self-evaluation

The evaluator's commitment has been exceptional and we have seen him as a natural part of our daily work, as well as an important resource for competence transfers from other national and international clusters and innovation systems. He has also been a useful process support and work evaluator.

One obstacle in the evaluation work has been a lack of shared statistics in our industries, nationally and internationally. One way to overcome this was the production of our internal model for follow-up indicators. This work on identifying, prioritising and gathering data for our internal follow-up indicators should continue to develop to enable more effective follow-ups.

# 10. GENDER, EQUALITY AND DIVERSITY

*“Many tourist activities are run by women, but there a lot of middle-aged men at Åredagen, Åre’s seasonal evaluation day. We want to change that.”*

*Jan Andersson, Head of Business Development for Åre Municipality and Head of Operations for Peak Innovation.*

**GENDER, EQUALITY AND DIVERSITY** are horizontal criteria in the initiative’s work. Taking advantage of the commitment and expertise of both men and women is important and there are a number of studies showing that women’s unused potential in innovation systems results in lost growth.

The process management has participated in the seminars and studies provided via VINNOVA, e.g. the “Jämställdhet för hållbar tillväxt” (Equality for sustainable growth) study that was carried out by a researcher from Luleå University. The process management has expressed a need for access to further support on these issues via VINNOVA. Our work on equality has resulted in the 50/50 target being used actively when appointing various functions to operations. Clear examples of this are recruitment to the management group and Advisory Board. The owners of Mid Sweden Science Park AB have also been notified of the importance of this strategy as regards the composition of the board, which is now being considered during the nomination process. In the business platform, Peak Business & Sports AB, the proportion of women on the board has increased to 40 per cent.

In the first year of operation, the evaluator was supported by an extra resource with expertise on gender issues. A development project has been initiated with a group of female managers/entrepreneurs in the region, in which an action plan for gender development in the region’s trade and industry has been produced.

Sportstech’s research project, NUCM Vinteridrott, carried out in partnership with Jämtland Härjedalen’s disability sports association, reinforces Peak Innovation’s work on product development in the Paralympic winter disciplines.

#### Examples of activities:

- Åredagen 2010, with only women lecturers to illuminate the power of female initiatives.
- Destination Östersund AB, appointment of board member to achieve a 50/50 distribution.
- At all meeting places, conferences and seminars, a 50/50 distribution has applied to moderators and discussion leaders.
- Increased accessibility to sleddog tourism for wheelchair users, through product development at Sportstech in partnership with Huskucabin.
- Sami project focused on identifying financial models for a joint marketing company: Guessie.

#### Self-evaluation

There is a relatively even gender distribution among employees in the tourism, sports and outdoor industries, but they are still male-dominated at the levels of management and executive management. Thus the efforts made in the management group, Advisory Board and boards.

The process management intends to develop work in the areas of gender, equality and diversity. With this as a background, Peak Innovation has registered interest in participating, via Fiber Optic Valley, in the competence-raising programme Innovative Leadership focussing on Gender Issues in 2011. The target groups of young entrepreneurs and people from other cultures also need to be more involved in the initiative.

# PEAK INNOVATION PARTNERS AND FINANCIERS



*Investing in your future*



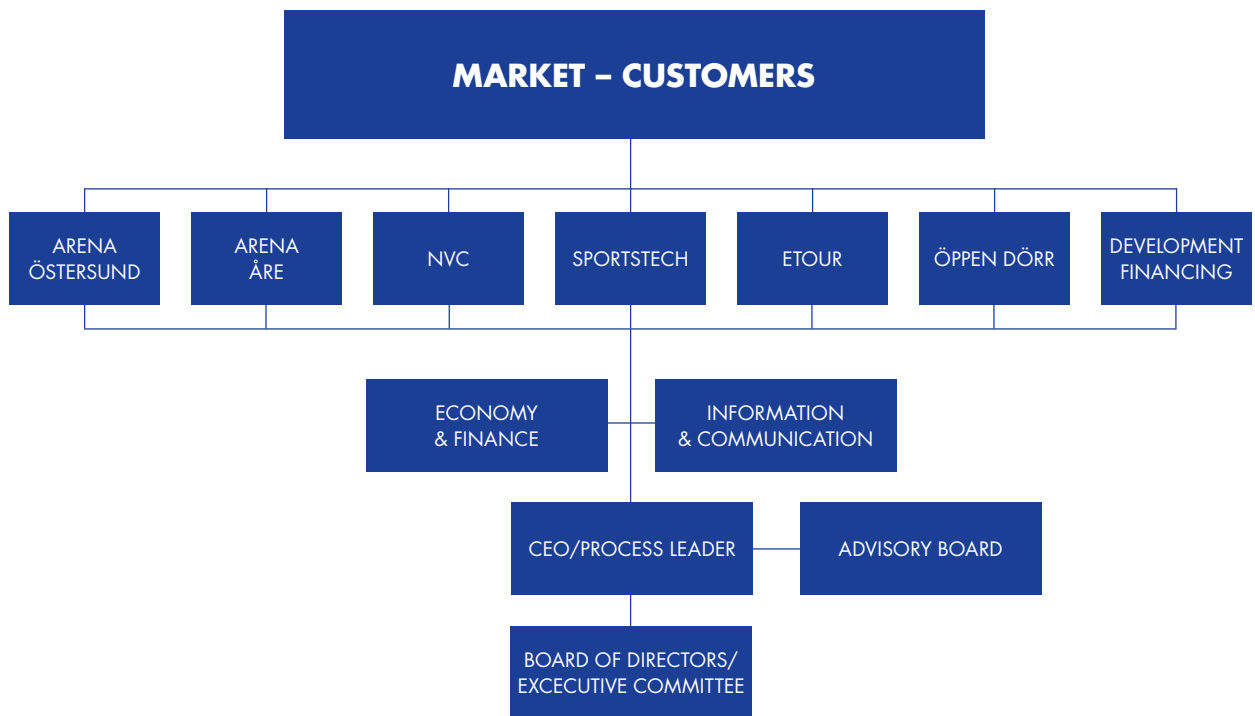
**Peak Innovation**  
TOURISM SPORTS OUTDOOR

[www.peakinnovation.se](http://www.peakinnovation.se)

# APPENDICES

Organisation Plan, Peak Innovation  
Mid Sweden Science Park AB (board members)  
Management Group (members)  
Advisory Board (members)  
Peak Business & Sports AB (part-owners and partners)  
International Activities  
Internal Model for Follow-up Indicators

# ORGANISATION PLAN PEAK INNOVATION



# MID SWEDEN SCIENCE PARK AB BOARD MEMBERS 2011

## NAME

**JENS NILSSON**

**EVA HELLSTRAND**

**MARIA SÖDERBERG**

**OLLE MARTINELLE**

**FRANZ BERGSTRAND**

**LARS-BÖRJE ERIKSSON**

**SUSANNE NORMAN**

**ANDERS SÖDERHOLM**

**HÅKAN WIKLUND**

**SUSANNA ÖHMAN**

**KRISTINA ALBERTSSON**

**GÖRAN JONSSON**

**JAN BERGSTRÖM**

**THOMAS HÄGG**

**LARS LINDQVIST**

**JENS EDLUND**

## STAKEHOLDER

Chairman of the Board,  
former municipal commissioner and future MEP  
Åre Municipality

Krokom Municipality

Peak Busniess & Sports AB

Peak Busniess & Sports AB

Peak Busniess & Sports AB

Peak Busniess & Sports AB

Mid Sweden University

Mid Sweden University

Mid Sweden University

Mid Sweden University

Jämtland Härjedalen Sports Federation

Jämtland Härjedalen Sports Federation

County Council of Jämtland

CEO/Process Leader, Management Group Peak Innovation

Economy and Finance, Management Group Peak Innovation

# PEAK INNOVATION MANAGEMENT GROUP MEMBERS 2011

## NAME

**LASSE LINDQVIST**

**TOMAS EKSTRÖM**

**JENS EDLUND**

**MATS TINNSTEN**

**JONAS DANVIND**

**BO SVENSSON**

**STURE ESPWALL**

**JAN ANDERSSON**

**KJELL-OWE WIKLUND**

**PER-ANDERS ERIKSSON**

**JANNA THALÉN**

**KERSTIN DAHLBERG**

**JAKOB LINDVALL**

**ANETTE TANDBERG**

**MAGNUS LINDGREN**

**BJÖRN ERIKSSON**

## MEMBERS

Peak Innovation

Peak Innovation

Deloitte/Peak Innovation

Sportstech

Sportstech

ETOUR

The Swedish Winter Sports Research Center

Åre Municipality

Peak Innovation

Serus

Peak Innovation

Peak Innovation

Soft Financing

Krokom Municipality

Östersunds Municipality

Evaluator

# PEAK INNOVATION ADVISORY BOARD MEMBERS 2011

## NAME

**ANDERS MOSSING**  
**ANETTE TANDBERG**  
**ANNA GRUNDÉN**  
**ANNA SÖRENSSON**  
**ANNA WERSÉN**  
**ANNA-KARIN KASK**  
**ANNA-KARIN LUNDMARK**  
**ANNELI ZETTERSTRÖM**  
**ANNIKA CAWTHORN**  
**ANNIKA STIERNA**  
**BENGT MARSH**  
**BIBBI HÖGBOM**  
**BIRGITTA ISRAELSSON**  
**BO SVENSSON**  
**BOSSE HILLEBERG**  
**BRITT BOHLIN**  
**CAMILLA OLSSON**  
**CARINA OTTERFALK**  
**CHRISTER THYLIN**  
**DANIEL EURENIUS**  
**ERIK ANDERSSON**  
**ERIK ESSEEN**  
**ERIK NOAKSSON**  
**EVA ROSÉN**  
**FRANZ BERGSTRAND**  
**GÖRAN JONSSON**  
**HANS MÅNSSON**  
**JAKOB LINDVALL**  
**JAN RÖNNGREN**  
**JARNA ERÄMETSJ**  
**JENS NILSSON**  
**KICKI ERIKSSON**  
**KJELL LUNDBERG**  
**KRISTINA ALBERTSSON**  
**LARS BOHLIN**  
**LARS SILLRÉN**  
**LEIF NORD**  
**LENNART MÖRTSELL**  
**MAGNUS LINDGREN**  
**MALIN STEFFENSSON**  
**MARGARETA LINDHAGEN**  
**MARGARETHA BYGDESTÅHL**  
**MARLENE STRÖM**  
**MARTIN KÖSSLER**  
**MATS FORSLUND**

## STAKEHOLDER

ETOUR  
Krokom Municipality  
ETOUR  
MIUN  
Skistar  
Länsförsäkringar Jämtland  
Arena Åre  
County Administrative Board  
Mid Sweden University  
Åre Destination AB  
Östersund Municipality  
Clarion Grand Hotel  
Deloitte  
ETOUR  
Hilleberg Holding  
County Governor  
Östersunds Kongress & Turistbyrå  
Business Unit, Östersund  
Swedbank  
Peak Innovation/Serus  
Region Jämtland  
Hilleberg  
Regional development, JLL  
MIUN Innovation  
Chamber of Commerce  
Jämtland-Härjedalens Idrottsf.  
Freelance journalist  
Angland Lindvall Development AB  
Region Jämtland  
Campus Åre  
Östersund Municipality  
Åre Municipality  
Syre  
Mid Sweden University  
Galleri Bolin  
Storsjöyran Evenemang  
Åre Municipality  
Chamber of Commerce  
Näringslivskontoret Ösd  
Åre Destination  
Mittuniversitetet  
DIÖS Fastigheter  
Guldgalan/Trampolin PR  
Scandinavian Outdoor Group  
Jämtland Härjedalen Turism

**MATS SVENSSON**  
**MIKAEL ÅSLUND**  
**NATASHA WESTLING**  
**OLA SKYLLBÄCK**  
**PATRIK JEMTEBORN**  
**PAUL VAN DEN BRINK**  
**PER TESCH**  
**PER-ANDERS ERIKSSON**  
**PER-ERIK RÖNNESTRAND**  
**PIA EDBLAD**  
**PIA SANDVIK WIKLUND**  
**PONTUS SANDELL**  
**PÅL DUFVA**  
**RICKARD ÅSLUND**  
**ROBERT PETERSSON**  
**RUDY ZAPPALA**  
**SOPHIA CHOUGUI-ERIKSSON**  
**SUSANNE NORMAN**  
**SUSANNE OLOFSSON**  
**SUZAN KALLEBERG**  
**SVEN WINEMARK**  
**SYLVIA NORD**  
**TOMAS ANDERSSON**  
**TOMAS PALMGREN**  
**TORE BRÄNNLUND**  
**URBAN AXELSSON**  
**ÅSA BERGSTRÖM-SCHAHINE**  
**ÅSA BRANDELIUS**

Self-employed  
Åre Kaizen Group  
Åre Destination  
Krokom Municipality  
Biathlon Events  
Mid Sweden University  
Mid Sweden University  
Serus  
Jämtland-Härjedalens Idrottsf.  
ALMI Företagspartner Mitt AB  
Länsförsäkringar Jämtland  
VTC  
Woolpower  
Intersport  
ETOUR  
ALMI Företagspartner Mitt AB  
Arctura  
Swedavia  
Ekonord  
Business Incubator  
Region Jämtland  
Östersund Municipality  
Åre Destination  
Municipalities Federation  
Designcentrum  
Åre Municipality  
Företagarna  
Östersunds Municipality

## REPRESENTATIVES FROM PEAK INNOVATION

**LASSE LINDQVIST**  
**TOMAS EKSTRÖM**  
**JENS EDLUND**  
**MATS TINNSTEN**  
**MIKAEL BÄCKSTRÖM**  
**MARIA LEXHAGEN**  
**STURE ESPWALL**  
**JAN ANDERSSON**  
**KJELL-OWE WIKLUND**  
**LISA FRÖBEL**  
**JANNA THALÉN**  
**KERSTIN DAHLBERG**  
**BJÖRN ERIKSSON**  
**TOMMY BÅTELSON**

Peak Innovation  
Peak Innovation  
Deloitte/Peak Innovation  
Mid Sweden University  
Mid Sweden University  
ETOUR  
Mid Sweden University  
Åre Municipality  
Peak Innovation  
Serus  
Peak Innovation  
Peak Innovation  
Evaluator  
Peak Innovation

# PEAK BUSINESS & SPORTS

## PART-OWNERS AND PARTNERS

### PART-OWNERS

Åreföretagarna i Åre AB  
IF Metall Mellersta Norrland  
Diös Fastigheter AB  
Destination Östersund AB  
Serva finans & förvaltning i Östersund AB  
Bydalsfjällens Lift AB  
Mittsveriges Handelskammare  
Combitech AB  
Solbacka Investment AB  
Idrottskassan Partners AB  
Storsjöyran Evenemang AB  
Angland Lindvall Development AB  
Toast IT- och Miljö AB  
Bracke Systems AB  
Hilleberg the Tentmaker AB  
Trångsviksbolaget AB  
Dataföreningen Mittkretsen lokalavd. Östersund  
Essge-Plast AB  
M Thorén AB  
Frank Invest AB  
Tuzell AB  
Olematec AB  
Jämtland-Härjedalens Idrottsförbund  
MERi Textil & Reklam AB  
Projektledning i Östersund AB  
Coresource AB  
My. Coin Aktiebolag  
Gäddede Elektronik AB  
Woolpower Östersund AB  
Gränsfors Bruk AB  
Syre Reklambyrå AB  
Biathlon Events AB  
Jämtland-Härjedalen Turism  
Revotech i Östersund AB  
Veneo AB  
U.T.C Sweden AB  
Hotellgruppen  
Sporthaus Moxster AB  
Mörtsell Information AB  
Nordanalys i Östersund AB  
Eurenus Holding AB

### PARTNERS

Dromvidda AB  
SAJP 4future AB  
Syre AB  
Deloitte AB  
ALMI Företagspartner Jämtland AB  
Scandinavian Outdoor Group  
Diös  
VTC Service AB  
Storsjöyran Evenemang AB  
Soft Financing AB  
Linlar AB  
Adeprimo AB  
Avalon Technology AB  
Nalta Sweden AB

## INTERNATIONAL ACTIVITIES

Apart from the research environments' intensified international contacts that take place on a daily basis, see Chapter 7 National and international role and position, the following activities have been initiated and carried out by the initiative.

### 2009

23 September, lecture, Jämtland Outdoor Experience, foreign outdoor equipment stores.

### 2010

7–10 February, participation in the ISPO fair, Munich, Germany.

24–29 April, study visit to Chamonix, France.

23–24 June, study visit to Lillehammer, Norway.

3–4 May, visit from a Chinese journalist for the world's biggest outdoor magazine.

2 September, visit from the Veneto region, Italy.

15–17 September, speaker at the European Mountain Convention, Norway.

13–17 October, study visit to Manchester/Lancaster, UK.

5–6 October, visit from the Lillehammer region.

2 December, delegation from the Norwegian, Finnish and German ambassadors in Östersund.

14 December, visit from the Institute for Tourism Research and Education, Rovaniemi, Finland.

### 2011

12–16 January, study visit to Ruhpolding, Germany.

26–27 January, working visit to Lillehammer, Norway.

27 February – 4 March, visit to Åre by the management and store owners of Intersport Germany.

6–9 February, participation in the ISPO fair, Munich.

23–25 February, organiser of a business trip to Beijing, China (Alpitem China, ISPO China).

25–29 March, organiser, Outdoor Academy of Sweden, Åre/Östersund.

28 March–2 April, visit from Vice President/Editor of the Adventure Travel Trade Association/  
AdventureTravelNews.

28 March–2 April, visit from a Chinese journalist for the world's biggest outdoor magazine.

30–31 March, organiser of an international tourism conference, Innovation Processes and Destination Development in Tourist Resorts, via MIUN/ETOUR, Östersund.

31 March–1 April, initiated and organised an international conference focusing on the future of the outdoor industry, Scandinavian Outdoor Summit Åre.

# INTERNAL MODEL FOR FOLLOW-UP INDICATORS

**VISION 2016:** The region is a leading European environment for research and business development in tourism, sports and the outdoors.

**What tells us that we are moving in the right direction?**

**Internal:** Measure and follow up our own development.

**Starting points:** 2007/2008, 2009, 2010.

**Indicators in three groups:** A. Research, B. Business, C. Connections between A and B.

## **A. Research:**

### **1A. Number of researchers (Etour, SWSRC, Sportstech)**

Professors, docents, senior lecturers, post-docs/research ass., doctoral students. Owner/Source/Method: Indicators. KK environment and Mid Sweden University's research database.

### **2A. Number of publications (Etour, SWSRC, Sportstech)**

Articles in scientific journals and conference papers. Owner/Source/Method: Indicators. KK environment and Mid Sweden University's research database.

### **3A. Number of international partners/universities (Etour, SWSRC, Sportstech)**

Owner/Source/Method: Research environments.

## **B. Business:**

### **4B. Number of commercial guest nights per annum in the Peak Region**

Number of foreign commercial guest nights per annum in the Peak Region (*export value, tourism*)  
Owner/Source/Method: Statistics Sweden/Östersund Turist & Kongress/Åreföretagarna/Jämtland Härjedalen Turism/Nordanalys.

### **5B. Ranking of Entrepreneurship/New entrepreneurship in the Peak Region**

Owner/Source/Method: Confederation of Swedish Enterprise

### **6B. Business development in tourism and the outdoors in the Peak Region**

Owner/Source/Method: Statistics Sweden: Total wages/workplace via SNI code (*sample*).

## **C. Connections:**

### **7C. Number of companies that carry out research in coproduction with the research environments (Etour, SWSRC, Sportstech)**

Owner/Source/Method: Indicators. KK environment and Mid Sweden University's research database.

### **8C. Results of coproduction – business and research**

Articles in scientific journals, conference papers, patent applications, new products and services. Owner/Source/Method: Indicators. KK environment and Mid Sweden University's research database.

### **9C. International activities – cooperation with Peak Innovation**

Activities that are entirely or partly organised, financed and executed by Peak Innovation.

Owner/Source/Method: The Peak Innovation network.