



Renewing Kainuu 2012



AGREEMENT on promoting innovation and expertise



30.8.2007

Foreword

This Agreement endeavours to respond to the challenges posed by the need to develop the Kainuu Region's population age structure, public finance and entrepreneurship, and especially the challenges of reinforcing the know-how base. The Agreement supports improvement in competitiveness, attractiveness and in ability to renew. The Agreement clarifies the intent in industrial policy in know-how areas, which are defined in the Regional Programme.

The Agreement focuses on the leading industries set out in the Regional Programme. The preparation of the Agreement was performed as a collaborative forum activity involving entrepreneurs, development organisations and regional public funding administration.

Renewing Kainuu 2012 = Letter of intent between the private sector, research, education, and public administration.

By nature, the Agreement is a COOPERATION AGREEMENT in which the main actors representing the private and public sectors agree on the common priorities and objectives for development, the leading projects, and other implementation actions for the next few years. The Agreement sets out a common goal, willingness and long-term shared vision regarding the focus of inputs. Thus, the Parties to the Agreement have committed themselves to an extensive and long-term development undertaking.

In addition to declaring a shared intent, the Agreement serves as a message concerning jointly set priorities for all actors. The objective is, in compliance with the original objectives of Kainuu's self-government experiment, to create more effective and broader-in-scope projects based on the expertise choices defined in the Regional Programme.

Parties to the Agreement

Joint Authority of Kainuu Region
 Kainuu Employment and Economic Development Centre
 Finnvera plc, Kajaani
 Kainuu Regional Environment Centre
 State Provincial Office of Oulu
 State Provincial Office of Oulu, Education Department
 State Provincial Office of Oulu, Social Affairs and Health Department
 Oulu Road Region
 Municipalities of Kainuu
 Kainuun Etu Ltd
 University of Oulu
 University of Oulu, Kajaani University Consortium
 Kajaani University of Applied Sciences
 VTT Technical Research Centre of Finland
 The Regional Organization of Enterprises in Kainuu
 Oulu Chamber of Commerce
 Measurepolis/ Kajaani Technology Centre
 Snowpolis
 Seniorpolis
 Woodpolis
 Kainuu IT Pool
 Vuokatin Matkailukeskus Ltd
 Oulujärven Jättiläiset Association
 Idän Taiga Association
 Puolanka-Paljakka Tourism Association
 Kajaani In Association
 Via Vartius Ltd



The Future

is in Expertise. The renewing and growth of industries are based on expertise. Expertise provides the basis for the regional development. Region must specialize in those fields of expertise that has a firm basis. The expertise that is lacking and diversifying of existing expertise can be achieved through networking.

Kainuu is faced with some major challenges. These challenges include turning trend in population development, ageing of population, creation of jobs, development of entrepreneurship, overcoming the financing problems faced by local governments, and utilising the opportunities offered by globalisation.

Renewing Kainuu 2012 Agreement endeavours to respond to these challenges involving the regional development and self-government experiment. The Agreement endeavours to improve Kainuu's competitiveness, attractiveness and its ability to renew.

Renewing Kainuu 2012 Agreement

focuses on the leading industries identified in the Regional Programme. By nature, the Agreement is a Letter of Intent in which the central actors representing the private and public sectors agree on the common priorities and objectives for development, the leading projects, and other implementation actions. The Agreement clarifies the state of intent in industrial policy as defined in the Regional Programme.

Renewing Kainuu 2012 = Agreement between the private sector, research, education and public administration

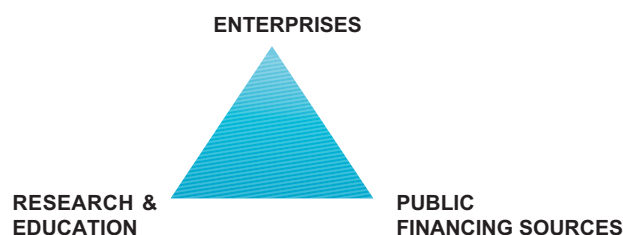
The emphasis in the development activity is on cooperation between enterprises, the public administration (public financing) and educational and research organisations.

The Agreement is steering development actions to comply with common policy definitions.

Kainuu Regional Programme defines the central fields of expertise offering growing and new business opportunities. These are as follows: ICT and electronics, wellness and tourism. Renewing Kainuu 2012 Agreement also includes Russia expertise. The Agreement also includes the other livelihoods and the development of business essential to all forms of entrepreneurship, and the regional innovation system supporting various fields of expertise.

Renewing Kainuu 2012 Agreement's objectives are as follows:

- Promotion of Kainuu's regional competitiveness, attractiveness and ability to regenerate
- Reinforcing of expertise and innovation structures
- Development of leading industries in the Region
- Reinforcing the developer network in the Region
- Reinforcing Kainuu's position as an international player
- Providing the preconditions for the emergence of new enterprises and jobs



Kainuu's Competitiveness

Growth-seeking Enterprises

Clusters and leading projects

ICT+Electronics	Wellness	Tourism	Russia
Measuring Technology	Independent living	International Tourism Marketing	Subcontracting Business
In-Vehicle computers	Promotion of Health	Nature Tourism	Traffic and Logistics
Environmental Technology	Cooperation Between Public and Private Sectors		Active Immigration Policy
Networking and Business Expertise of Enterprises	Promotion of online services		

Other Industries

Developing of Business

Mediator/Developer organisations and development programmes

Kainuun Etu Ltd	The Regional Centre Program (RCP): Wellness	RCP and CEP: Tourism
Centre of Expertise Programme (CEP): Measurepolis-Kajaani Programme	Snowpolis Ltd and Seniorpolis Ltd	Projects by Tourism Enterprises and Associations
Kajaani Technology Centre Ltd	Snowpolis and Seniorpolis Projects	Via Vartius Ltd
IT Pool		Woodpolis

Expertise structures

MILA Kajaani	University of Jyväskylä / Vuotech	Kajaani University of Applied Sciences, Tourism / R&D	Kajaani University of Applied Sciences, Commerce / R&D
TOL Kajaani	MILA Snowpolis		
Kajaani University of Applied Sciences, Technology / R&D	BIO Sotkamo		
VTT Kajaani	Kajaani University of Applied Sciences, Social and Health / R&D		University of Oulu / Cross-Border University
CWC Kainuu			



Leading projects

The leading projects or leading project entity of each cluster have been written down in the Agreement for the period 2007–2012. In addition to these projects, other undertakings will also be carried out.

The fields of action and leading projects presented in the Agreement indicate where the signatories of the Agreement want to steer joint development inputs.

A more detailed definition of the contents of the leading projects will be carried out together with entrepreneurs representing the various industries and with project leaders, e.g. in the form of the programme agreements.

The Agreement has been prepared

at interactive forums participated in by entrepreneurs from various fields and representatives of research organisations, education organisations, the public sector and financing organisations.

The forum activity will be launched following the acceptance of the Agreement. Depending on the ways of action and subjects of interest of each forum, the matters to be jointly addressed can include, for example, preparation of joint projects, assessment and anticipating of general development trends and weak signals, and the relaying of industry-specific market information. The forum activity is based on the actors' self-reliance.

The forum activity is to be integrated with Kainuu's development activity.

Monitoring and reviews

The quantitative objectives will be set in connection with the realisation of each leading project themes.

The realisation of the Agreement will be evaluated by monitoring innovation activity (e.g. research volume, development of technology, development of business) and economic effectiveness (e.g. development of workplaces, development of turnover, development of exports). Joint Authority of Kainuu is responsible for this monitoring.

The Agreement will be reviewed if necessary, but not later than in connection with preparing the following Regional Programme in 2009.



Developing of Business

Enterprises will be developed in all fields of industry

The main strategy is to bring growth in expertise-based and profitable entrepreneurship in all fields of industry. Development investments will be focused on developing the operating environment of growth-seeking and growth-able enterprises and groups of enterprises. Important fields of industry mentioned in the Regional Plan are as follows:

- ICT, Electronics, Metal
- Adventure Tourism
- Forestry and Wood processing Industry
- Foodstuff production
- Wellness
- Mining, and
- Services

Synergy between main fields of industry will be generated and interface innovations will be supported.

The Region's expertise centres in the main fields of industry will be reinforced: Measurepolis, Snowpolis, Seniorpolis, Woodpolis and Virtuosi.

Enterprises' Business Expertise

The business expertise of enterprise managers and key personnel determine enterprises' success. Networking is one competitive advantage in the sharing of resources and knowledge. Smaller enterprises can through networking offer comprehensive solutions needed by the customer instead of offering separate products. Kainuu expertise centres support entrepreneurship, create new product innovations through cooperation, and reinforce their business expertise.

Main actors are supported to network regionally, nationally and internationally. The enterprises benefit from networks in their own business, they commit themselves to common objectives, their operational processes are put in good condition, and their productization processes are controlled. Products and services are developed for the international markets. International quality demands and standards are considered in development work. Training programmes for personnel of SMEs will be implemented (e.g. development of SMEs' business management and development of eCommerce).

ICT, electronics and metal industry networking will be developed on enterprise-based development projects.

Growth in tourism will be primarily sought from abroad. The services provided by tourism enterprises will be developed, quality standards will be adopted, and productization and marketing efforts will be improved.

In business with Russia, there will be inputs in cooperation between enterprises, e.g. in subcontracting business.

Internationalisation

It is becoming increasingly important for enterprises and research institutions to network with internationally significant leading enterprises and expertise centres. Internationalisation sets greater challenges on enterprises' R&D functions, sales, staff expertise and on managing business risks.

The objective is to form permanent international cooperation relationships. Expertise centres carry out joint research and technology transfer programmes with leading international units.

The internationalisation efforts of enterprises will be supported by means of enterprise-specific development projects and training programmes aimed at internationalisation skills of key personnel. Research units and enterprises will be networking with international actors, and they are actively seeking international cooperation partners. Research units will be encouraged to engage in researcher exchanges.

Developing Education and Research

Education and research must respond to the needs of entrepreneurship in the region. The producers of expertise need to act in a customer-oriented manner so that accumulating lifelong learning will become a central resource for the development of entrepreneurship and working life conditions. The commercial utilising of research is a central objective. The research and mediator organisations play a central role in the activation of enterprises. They need to be able to help local enterprises to become involved in international development projects.





Vocational education will be developed and cooperation between educational institutions and enterprises will be further activated so that education and training programmes and further education and training can be focused on the needs of the region's enterprises. These needs will be responded overcoming the boundaries between educational institutions. The training courses arranged for the key personnel of enterprises will be aimed at improving SMEs' business management expertise.

Expertise centres and research units will be encouraged to seek involvement in national and international technology research programmes. The Regional Centre Programme will support research in the wellness field especially from the business viewpoint. Cooperation between research units and education units will be promoted.

The education, research and R&D functions of Kajaani University Consortium's Technology fields and of Kajaani University of Applied Sciences and their structures and development environments will be developed qualitatively and socially to match the needs of international research and the region's entrepreneurs. The action model for medical education in Kainuu will be launched.

The role of Kajaani University of Applied Sciences as a central northern Finnish producer of education and training, R&D activity and expertise centre actor in tourism will be reinforced.

Kajaani University Consortium and Kajaani University of Applied Sciences will develop Russia expertise. The universities involved in the operation of the University Consortium will further reinforce the education and training related to Russian culture, language and business expertise. The objective of the University of Applied Sciences is to launch education and training in doing business in Russia so that it leads to a higher University of Applied Sciences degree. The teaching of Russian will be intensified at comprehensive schools and upper secondary schools with a pilot project.

Improvement of the operating environment

The significance of the infrastructure, accessibility, services, and the supply of labour, and the rest of the business environment to entrepreneurship is great. The services by land and air to and from Kainuu must be secured and the service infrastructure must be a functional one. The land-use planning of the local districts and municipalities must also support the development of the livelihoods.

The enterprise sector of Kainuu will be encouraged to network within and outside the region. The enterprises will be encouraged to engage in wider cooperation via the Polis network and the Expertise Centre Programme.

Joint Authority of Kainuu functions as an active partner and offers a test platform / development platform of product innovations for the wellness sector.

The necessary preconditions will be created for attracting foreign investments into the region. The ability of the region to compete for skilled labour will be improved. The Oulu–Kajaani development corridor will be strengthened.

The Vartius Frontier Traffic Centre will be developed to become Northern Finland's logistics and communications centre between Northwest Russia and the European Union. Cooperation among Kainuu's expertise centres and Russian technology and industrial centres will be developed.

ICT and Electronics

ICT and electronics form a key cluster, whose business potential is expected to grow. Development in this field has been favourable during the past few years also in Kainuu. Kainuu has about 180 enterprises in the ICT and electronics industries.

The competitiveness and growth of ICT and electronics enterprises are based on the rapid productization and commercialization of innovations. Already now these enterprises operate in an environment, which is largely networked. The growth of ICT and electronics will primarily occur in already established enterprises. Securing the growth of these enterprises will also guarantee an increase in the number of jobs. The networking of small-scale actors in the ICT industry needs to be supported more powerfully than earlier. This industry as a whole will prosper only through investment in expertise. Cooperation between educational institutions and the enterprises in this industry is in good level. There is a need to make more powerful investments in the training of enterprises' key personnel.

Leading project Themes

Measuring Technology

Measuring technology forms the strategic leading expertise in the ICT and electronics industry. Kainuu has evolving entrepreneurship of international standard in measuring technology. Research, education and networking in supporting measuring technology business have been the subjects of long-term development since the 1990s. Measurepolis Kajaani Expertise Centre belongs to the national forest-based industries' expertise cluster.

Leading project activity: Carrying out of the Measurepolis Programme

The Measurepolis Programme is a broad-in-scope and long-term research, product development and enterprise development programme in the field of measuring technology. The programme's objective to result in the establishment in Kainuu of a nationally significant and internationally renowned expertise centre in measuring technology through the reinforcing of the technological expertise of enterprises operating in this field and the expanding both nationally and internationally associated cooperation network.

In-vehicle computers

A significant enterprise group in the field of vehicle-based technology has been established in Kajaani and the spearhead of its expertise is in-vehicle computers. These in-vehicle computers represent a national and especially an international growth field in entrepreneurship. Already now the region's research and education organisations cover fields of expertise, which support the development of the associated business.

Leading project activity: Development programme for in-vehicle computers

The purpose of the programme is to create in Kajaani by the year 2015 an internationally significant and networking-oriented and specialised centre of expertise in in-vehicle computers, which is part of a national network of centres of expertise. The programme will serve in developing education and training, research, and networking in this field as well as supporting the development of the testing environments for vehicles.



Environmental Technology

Environmental technology and the associated applications can be seen both globally as well as being founded on Kainuu's powerful technological expertise base, as a new potential business area.

Enterprises have created solid technological expertise in products and systems related to pulp-and-paper industry processes. Many of these enterprises, already now operating in the global marketplace, are focusing their business, products and services to the area of environmental technology. Ecological values and investing in the state of the environment add to the need for environment-related measurements and set new demands on the cost efficiency and hardware technology used.

Leading project activity: The networking of local enterprises with the leading enterprises in this field will be promoted. The international networking of enterprises will be supported to enable enterprises to become involved in international R&D projects. Local networking will be promoted, e.g. in mining.

Wellness

The reforming of the public service structure receives emphasis in Kainuu's wellness cluster as part of Kainuu's administrative experiment, which focuses on paying attention to the customers', the citizens', viewpoints and cost efficiency in the production of services. Clarifying and deepening of the division of labour between the private, the public, and the citizen sector are essential. Centres of expertise support business. The spearhead of the wellness cluster is the promotion of health based on the region's natural strengths. Services and products that improve human health and fitness will be developed by utilising new technology. The objectives of product development are in the national and international markets.

Leading project Themes

Independent living

Independent living in everyday life will be supported at different stages in people's lives. This will result a high quality and ethically proper life. Modern technology will be used.

Leading project activity: Various aids (devices, software, service processes, new ways of action) will be developed to enable people to survive at home. These aids may be connected to online monitoring of one's health and transferring data for experts to analyse.

Promotion of Health

Services and products that improve human health and fitness will be developed by utilising new technology. The objective here is to benefit from new business opportunities in the wellness field.

Leading project activity: Methods, services and equipment for monitoring people's state of health, for curing people and for preventing illnesses will be developed. Services related to physical exercise will be productized and integrated with treatments and the healthcare system. New functional foods will be developed.

Cooperation Between Public and Private Sectors and NGOs

The need for social welfare and public health services will grow as the population ages. In order to keep costs under control, Joint Authority of Kainuu will improve its own service processes and in developing them increase its cooperation with the private sector, NGOs, and development and research organisations.

Leading project activity: The Joint Authority of Kainuu is an active partner in the development of new action models. The Joint Authority offers the expertise of its staff and applicable service processes as testing and product-development platforms for service and product-development innovations.

Promotion of online services

Customers' ability to use online services is increasing. The technologies and data networks involved in the online services offer functioning and efficient platforms for new services. In Kainuu the challenge set by long distances on being able to access services can partly be overcome by adding to the availability of online services.

Leading project activity: Online services will be developed in social welfare and public health. The basic premises are customer orientation, ease of use, and interactiveness of the services.





Tourism

Tourism has a great significance to Kainuu's economy. The development of the tourism industry is a vital factor for Kainuu and at the same time it presents great opportunities. The amount of overnight stays in Kainuu – especially in the area of Vuokatti – has increased significantly over the past few years.

Kainuu's international tourism marketing has depended greatly on individual EU-funded projects. These projects have involved more than 350 enterprises and actors from the third sector. The activities of these projects have resulted significant growth in tourism especially from Russia, France, and Britain. This has encouraged Kainuu to engage in more long-term planning of marketing and implementing of further inputs. Growth in tourism in Kainuu can be achieved most surely and rapidly by focusing on the international markets.

Kainuu's international tourism marketing is based on a product line comprising the following elements: nature tourism, culture tourism and event tourism, leisure tourism, conference tourism, and incentive tourism.

Leading project Themes

Kainuu international tourism marketing

Efforts will be made to promote international awareness of Kainuu among tour operators and customer target groups. This will enable systematic expansions of international tourism to the whole region. In addition to this, uniform support material will be produced on Kainuu for marketing in various language versions for dissemination in the selected target countries. Moreover, other functions supporting marketing will be carried out to serve the afore mentioned objectives.

Education and research units will support this process by anticipating educational needs, by producing research information about the

development of tourism and its economic impacts, and they will work in close cooperation with the tourism enterprises to further develop the associated services. Public sector sources of finance will provide the necessary preconditions for the development and growth of tourism by allocating resources for the development of the quality of enterprises, marketing expertise, internationalisation, and investments. Enterprises responsibility is to bring their own functions and services to the level of quality that international standards require. The company Kainuun Etu Ltd, as the regional development enterprise jointly owned by all of the region's municipalities, is responsible for the administration and coordination of these functions.

Leading project activity: The coordination project of Kainuu's international tourism marketing will be launched.

Development of Nature Tourism

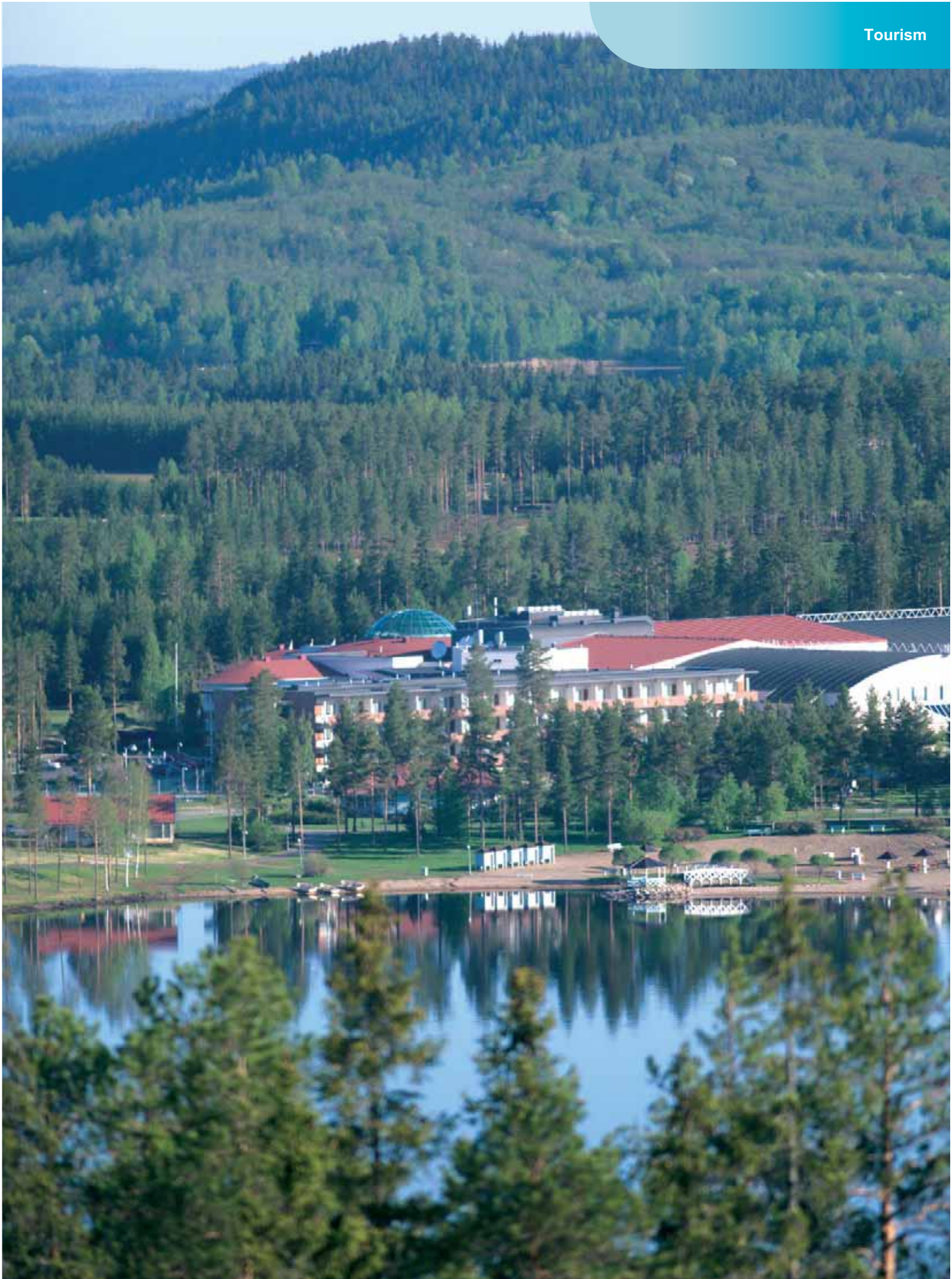
Nature tourism is one means of converting nature-related experiences into a business activity benefiting the region's economy. Nature tourism is one of the most powerfully developing sectors of tourism.

The preconditions for nature tourism are excellent in Kainuu. The natural conditions of the region, its low population density, advanced infrastructure, and geopolitical position provide the necessary preconditions for the development of nature tourism. Nature tourism supports the regional economy and the various sources of rural livelihood in many ways.

The objective is the ecologically, economically and socially sustainable use of the region's natural resources, the utilising of the investments made in the decentralised rural structure, and the utilising of conservation areas for recreation and nature tourism.

Leading project activity: A pilot programme will be carried out to develop the recreational use of Kainuu nature and nature tourism.





Russia

The systematic development in business with Russia will bring new competitiveness, growth and vitality to Kainuu. The guidelines for this development work are based on Kainuu's Russia Business Strategy, which was ratified in October of 2005, and according to which Kainuu will become Northern Finland's foremost international cooperation corridor providing a connection to Russia and the Barents Region. The development of Russia Business activities will provide new growth for Kainuu's regional economy, which the forum activity will further activate by encouraging the region's actors to become involved in utilising the new business opportunities. Kainuu's Russia Business Strategy 2005–2012 sets out the focus in cooperation with Russia.

Leading project Themes

Development of subcontracting business and trade in the central industry sectors in Kainuu.

ICT and Electronics, Metal - Technology, Wood, Stone

In order to develop the business of the enterprises operating in growth industries, efforts will be made to develop cooperation between enterprises operating in various branches of industry. The objective is for growth-seeking enterprises to network and to find new forms of cooperation, e.g. by founding holding-type of enterprises. Enterprises will be strengthened through this action model to become involved in the development of subcontracting production and sales in Russia. Enterprises' scopes of action are strengthened through the subcontracting business model in the constantly changing international situation.

Subcontracting business will be launched via leading projects, whose contents are defined together with entrepreneurs and project leaders. The commitment

of the actors, the contents of the projects, the setting of objectives, and their current value will be strengthened through growth objectives. The growth figures in terms of turnover and export trade will serve as the central success indicators.

Development of traffic and logistics functions

The Northern East-West Corridor (N.E.W. Corridor) is a rapidly evolving transportation corridor connecting North America, Europe, China, and the rest of the Far East. This new connection provides Kainuu with a significant position as an international logistics centre. The objective is to make Kainuu Northern Finland's foremost international corridor of cooperation linking Russia, the EU, and the Barents Sea Region.

As part of the N.E.W. Corridor, the Barents Link is a railway leading from Narvik via Haaparanta, Oulu and Vartius to Kostamuksa and further onwards to Archangelsk and Komi; this railway links the entire Barents Region with the horizontal rail network. The Barents Link opens up a competitive alternative to industry in Northwest Russia as regards the transportation of goods to Europe and America. The traffic can be arranged fast and safely via Vartius to the ports of the Sea of Bothnia and via Narvik to the Atlantic.

Barents Link will be promoted as a new opening in the EU's traffic network. The objective is to create a permanent cooperation forum for the Barents Region, which brings together the region's authorities and enterprises.

Vartius will be developed as a frontier station suited to deal with international traffic. Vartius Frontier Traffic Centre will be built to deal with the needs of increasing and more diverse traffic and trade, e.g. container traffic and exports of products from Kainuu to Russia. Also, the preconditions for the growth of passenger traffic will improve. An international optical fibre connection will be built to join Vartius and Kostamuksa.



Active Immigration Policy

Kainuu's active immigration policy attaches special attention to the service chain focusing on immigrants, which includes items such as normal social welfare and health services, implementation of an assimilation plan, arranging of guidance and consultation services, work permit arrangements, accrediting of studies completed abroad, arranging of language instruction, and development of skills for the working life (vocation- and profession-specific further education and training, recruitment events abroad), and dissemination of information about these. Promoting work-based immigration is one way of responding to labour recruitment problems encountered in Kainuu as well.

Russians are clearly the biggest immigrant group in Kainuu. The proximity of the eastern border is also strength from viewpoint of work-based immigration.

It should also be noted that the expertise of persons with multi-cultural backgrounds, who already live in Kainuu, should be made use of more than previously. Multi-cultural education and working life are efficient means of promoting tolerance and cultural understanding within the local population.

The possibilities of active immigration policy will be clarified and the necessary measures will be launched, e.g. in cooperation with other regions in Eastern Finland.



Other Livelihoods

Forestry and Wood

Forest-based sources of livelihood have always provided one mainstay for Kainuu's economy. They also have links with the ICT and metal industries. The development of further processing is a precondition for Kainuu's future economic growth.

Work Programmes

Kainuu's forestry and wood-product industries will be developed based on various work programmes: the Forest Programme focuses on forestry, the Bioenergy Programme focuses on the use of bioenergy, and the Wood Industries Development Programme focuses on topics such as wood in construction, furniture manufacturing, and yard and environmental structures.

Woodpolis

Woodpolis is an expertise centre in the field of wood processing. It is located in Kuhmo, and it will be developed as a modern product-development and learning platform. The central project theme is productizing wood construction, which will add the use of wood in construction. The objectives include creation of element solutions suitable as facades for small multi-storied wooden houses and single-family houses, and the associated production and service networks.

Mining

The bedrock of Kainuu offers plenty of opportunities for mining and quarrying. The advantages of these industries typically focus on people living in remote areas and the indirect impacts are major.

Talvivaara Mining Project

Talvivaara in Sotkamo is Europe's biggest nickel mining operation. Necessary public funds will be provided for developing the mining environment.

Other mining projects

The environments of other potential mining projects will be developed, where necessary, with public sector participation. Quarrying will be developed within the scope of a work programme.

Metal

The development of metal industry in Kainuu has been positive during the past few years and the development prospects are positive. Development of the metal industry is linked in many ways to ICT and electronics.

Training in the metal industry will be stepped up, networking and internationalisation will be promoted, and the functional readinesses of enterprises will be supported, e.g. via the Metapart enterprise group.

Services

In order to develop the services, attention will be attached to matters such as education and training, utilisation of online information technology, business expertise, and networking.

Foodstuff production

Foodstuff production will be developed within the scope of a coordination project. Kainuu's Regional Rural Plan 2007–2013 includes the central rural development policies.





Development of the Regional Innovation System

The Renewing Kainuu Agreement states that the development objective of the of the innovation system¹⁾ is to create solid, well-functioning and efficient higher education and research structures supporting the industries covered by the agreement.

ICT and Electronics

University of Oulu, Measuring Technology: Development of the operational preconditions of the University Consortium's Measuring Instrument Laboratory, improvement of the quality and effectiveness of research with the purpose of adapting to the demands of the measuring technology of the forest industries and seeking new fields of application, development of research environments, and continuing with the transformation-training type of MSc (Engineering) study programmes based on needs of industry and commerce.

University of Oulu, Data Processing: Developing the education and training and operational preconditions at the Data Processing Department of the Kajaani unit while adapting to the requirements of software production and business, enlarging of high-quality and impressive research, and needs-based construction of research platforms.

Kajaani University of Applied Sciences: Developing of education and training and R&D in the field of the technology for demanding conditions for embedded systems and measuring technology.

Establishing of VTT's Kajaani unit and expanding it and developing CWC's Kainuu unit.

Wellness

Universities of Jyväskylä and Oulu, Sport and Health sciences: Establishing of Kajaani University Consortium's masters and doctoral level study programmes in the field of Sport Technology at Sotkamo and expansion of Sport science research.

Universities of Oulu and Kuopio, Biotechnology: Development of the operational preconditions of the Sotkamo Biotechnology Laboratory of Kajaani University Consortium, development of the quality and effectiveness of research, expansion of research in bio-measurement, and launching of a masters study programme in Food Processing Biotechnology.

Kajaani University of Applied Sciences: International and regional development of the study programme in the Sport and expansion of Wellness Technology's R&D into the field of independent living.

Tourism

Kajaani University of Applied Sciences: Expanding of the study programme in Tourism and the launching of R&D focusing on nature tourism and sport tourism.

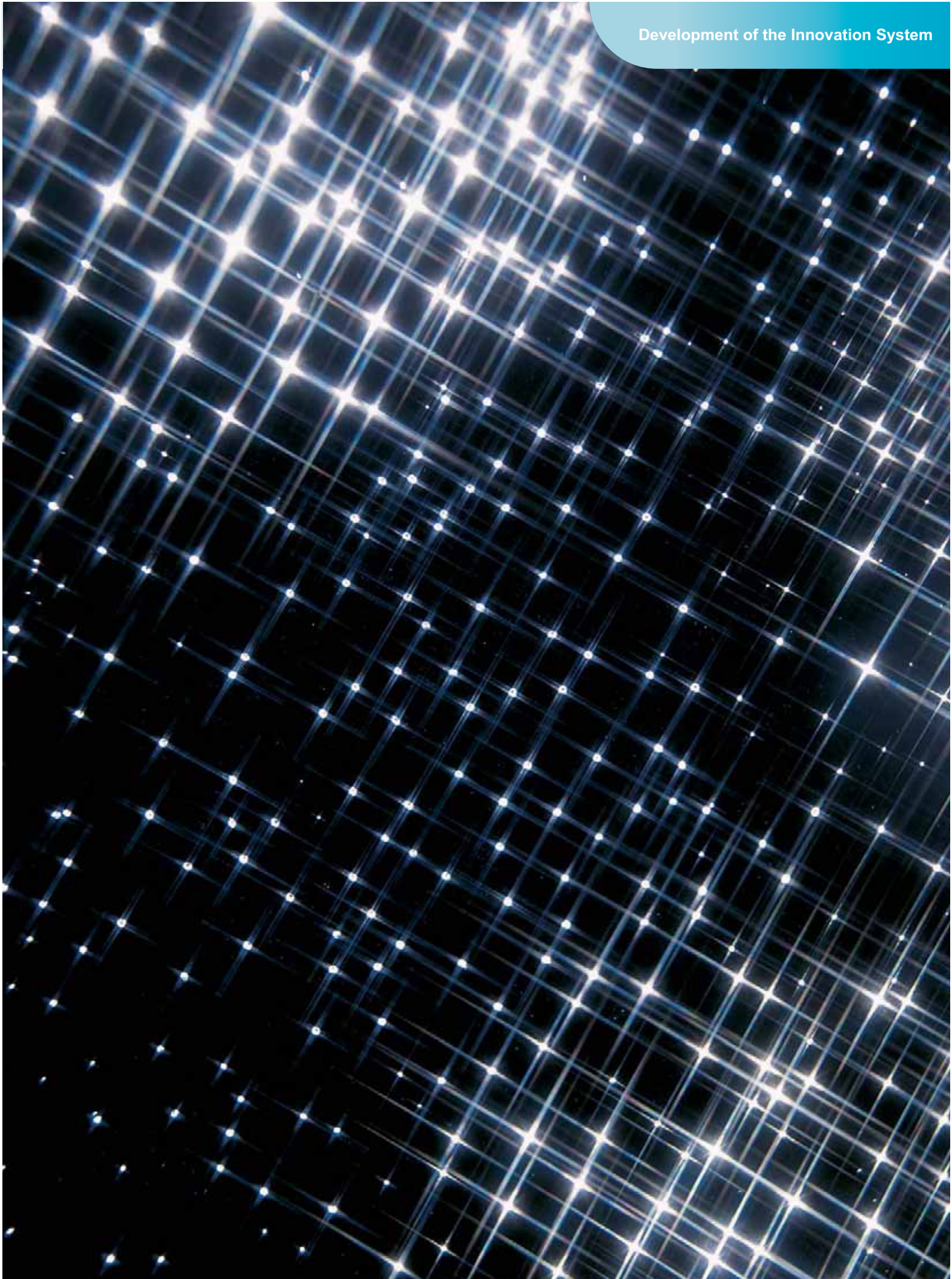
Russia

Development of Russia expertise at Kajaani University of Applied Sciences and Kajaani University Consortium in studies and research.

1) Regional innovation system refers to a wholeness formed of the following:

- Producers of new information and expertise = Universities, research institutions*
- Mediator organisations = Public and private innovation services*
- Enterprises = Enterprises' internal product development and innovation*
- Various organisations = Public organisations as sources of funding and developers of operational environments*





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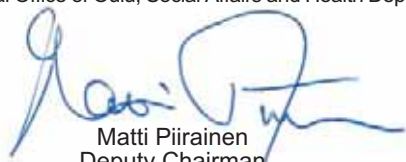
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Municipal Manager
Municipality of Vaala

Juha Haanela
Chairman
Puolanka-Paljakka Tourism Association

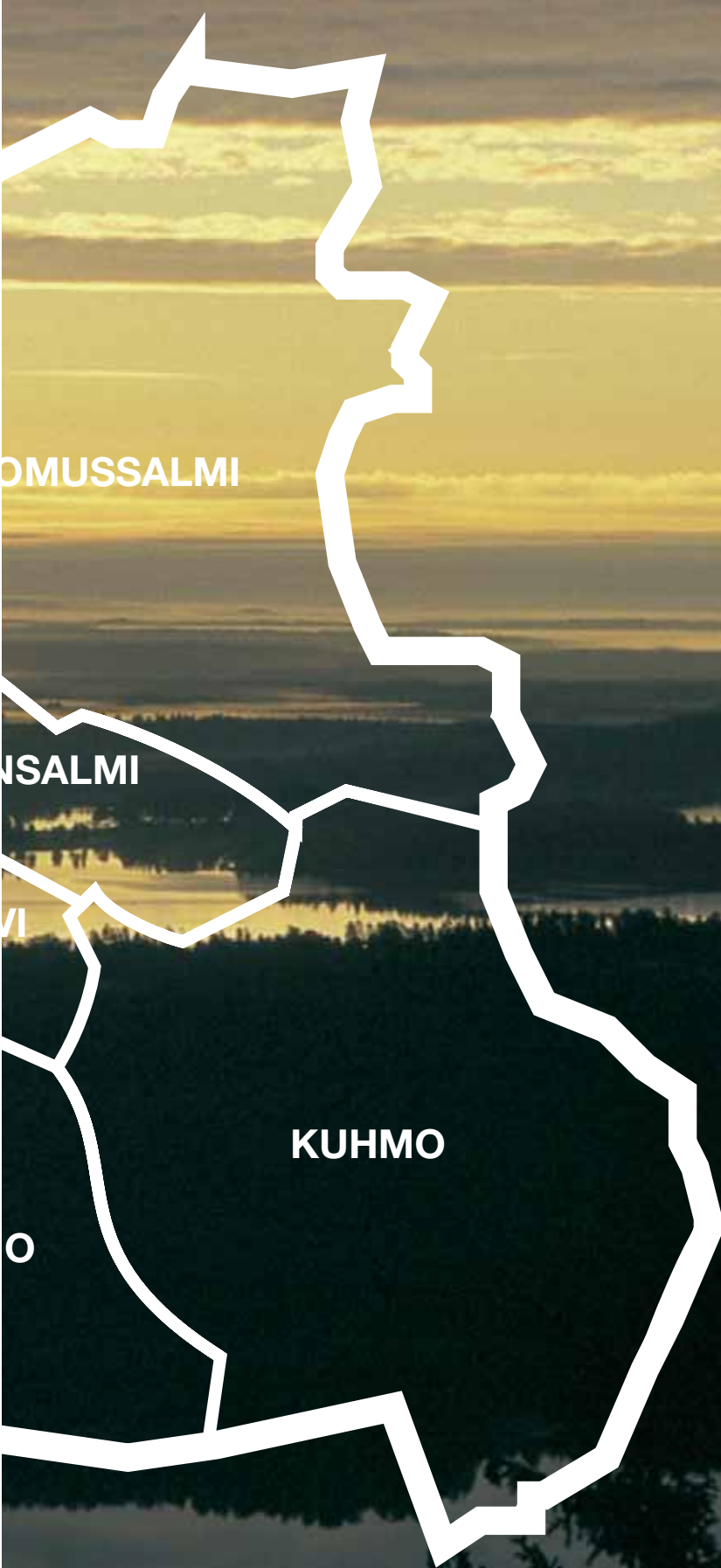
Samuli Tyni
Project Coordinator
Measurepolis

Taneli Sutinen
Chairman of the Board
Kajaani In Association

Antti Leppävuori
Managing Director
Snowpolis

Heikki Haataja
Managing Director
Via Vartius Ltd







Joint authority of Kainuu Region

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