smart business development in South Baltic
smart business development in South Baltic

Gdańsk 2014
ISBN: 978-83-938473-1-0
Smart business development in South Baltic
Gdańsk 2014

Editors: Joint Technical Secretariat of the South Baltic Cross-border Co-operation Programme 2007 – 2013
Vassilen Iotzov, Thorsten Kohlisch, Theresa Weiss, Nicolas Chesnel, Jakub Fedorowicz

Editorial contributors: Dr. Christiane Bannuscher, Maren Buchmüller, Birthe Dobroczek, Laima Dockeviciene, Charlotte Bay Hasager, Piotr Jankowski, Dr. Kristina Koebe, Mereike Korb, Monika Michałowska, Piotr Neubauer, Bodil Nilsson, Gunilla Oleskog, Stasys Paulauskas, Gert Proba, Ola Runfors, Andrius Sutnikas, Sandra Sveder, Prof. Hanna Treder, Lennart Tyrberg, Thomas Werner, Dr. Olaf Zeike


Joint Technical Secretariat of the South Baltic Cross-border Co-operation Programme 2007 – 2013
Al. Grunwaldzka 186 | 80-266 Gdańsk, Poland
Tel: +48 587 463 855 | Fax: +48 587 610 030 | Email: southbaltic@southbaltic.eu

ISBN: 978-83-938473-1-0

Part-financed by the European Union (European Regional Development Fund)

The contents of this publication are the sole responsibility the authors and can in no way be taken to reflect the views of the European Union.
# Table of contents

Foreword .................................................................................................................................................................................................................. 4

**Business alliances** .................................................................................................................................................................................................................. 5
- LNG business cooperation platform ..................................................................................................................................................................... 6
- Business-culture partnerships ........................................................................................................................................................................ 7
- Interactive business cluster map for the offshore wind industry ........................................................................................................... 8
- COOPFOR network ....................................................................................................................................................................................... 9

**Business internationalisation** ............................................................................................................................................................................ 11
- Internationalisation handbook for female entrepreneurs .................................................................................................................... 12
- Export marketing handbook ....................................................................................................................................................................... 13
- OTIN – web-based tool for planning cross-border oversized cargo transport .................................................................................. 14

**Business capacity building** ............................................................................................................................................................................. 15
- LNG knowledge and competence portfolio .................................................................................................................................................... 16
- Study on the qualification requirements for the offshore wind industry ............................................................................................... 17
- Investment readiness package for start-ups .................................................................................................................................................... 18
- Online tool for business coaching of start-ups ................................................................................................................................................ 19
- Corporate Social Responsibility study ............................................................................................................................................................ 20
- Technology transfer toolbox ....................................................................................................................................................................... 21
- Guidebook for renewable energy investments ............................................................................................................................................... 22
- Manual for offshore wind energy investors .................................................................................................................................................... 23
- Offshore wind resource atlas ...................................................................................................................................................................... 24
- Toolbox for the development of new air transport routes ...................................................................................................................... 25

Getting ready for the South Baltic Programme 2014 – 2020 ....................................................................................................................................................... 29
Dear Readers and Friends,

After nearly 7 years of exciting and intensive collaboration, the first generation of South Baltic cross-border cooperation projects is coming to an end. Since 2008, more than 400 partners from Poland, Sweden, Mecklenburg-Vorpommern, Denmark and Lithuania have joined their forces under 69 projects, committed to boost regional development through cooperation. Altogether EUR 57 m of co-financing by the European Regional Development Fund (ERDF) have been invested by the Programme, enabling the supported partnerships to share their knowledge and experience, transfer good practices and to jointly develop innovative solutions for the economic and environmental challenges of the South Baltic area. Today, we are proud to share the results of their work with you.

Reaching from the attraction of venture-capital for innovative start-ups and the internationalisation of female micro businesses to the facilitation of big energy investments, the publication you are holding in your hands presents 17 smart solutions clustered within 3 business development themes: business alliances, business internationalisation and business capacity building. Developed and tested by the project partners across borders, the methods, instruments, recommendations and guidelines presented on the following pages are now ready to also serve your community.

Hence, think twice before storing this publication in your archive. Regardless of whether you work in the private or public sector, whether your job is to commercialise inventions from universities and research institutions or to turn new environmental standards into business opportunities, this toolbox may help you to find answers to the development challenges which you are facing at your doorstep.

Each of the instruments has been concisely described on one single page. Comments from end-users give you a first impression about the usefulness of the presented solution in practice. If you would like to learn more about a certain tool, simply access its full version by using the direct access link. At the same time, in case you prefer to directly get in touch with the expert behind the developed solution, do not hesitate to use the contact details provided for the “Knowledge Agent” of the tool.

We hope that the following pages will not only showcase the valuable results achieved by our projects but also serve as a source of inspiration for all practitioners and decision-makers committed to work for prosperous businesses within and perhaps even beyond the South Baltic area.

We therefore would like to thank all projects for their valuable contributions to this compendium. In this spirit, the team of the Joint Technical Secretariat wish you an enjoyable and inspiring reading!

Thorsten Kohlisch

Head of the Joint Technical Secretariat
of the South Baltic Cross-border Co-operation Programme 2007 – 2013
Business alliances
Background: Marine Competence, Technology and Knowledge Transfer for LNG in the South Baltic Sea Region (MarTech LNG) is a project designed to establish a liquified natural gas cross-border supply chain. This project has proved to be an efficient instrument for streamlining LNG tendering activities in the area: it has been an indispensable partner for the LNG public tenders of the Municipality of Samsoe (DK) and the Lithuanian oil terminal Klaipedos nafta.

Access the smart solution at: www.southbaltic.eu-smart/011

Knowledge Agent: Andrius Sutnikas
Klaipeda Science and Technology Park
projects@kmtplt
+370 686 376 81
www.golng.eu

LNG business cooperation platform

The project MarTech LNG is the founder of a powerful business cooperation network golng.eu. This platform gathers businesses, consultancies, research facilities and regulative authorities relevant for the establishment of business partnerships and research projects as well as for the development of support schemes streamlining LNG-based business models, products and services. In particular, the platform provides the following services:

- **B2B**: with more than 300 registered LNG businesses, research and regulative institutions, the platform facilitates business alliances that shape a strong South Baltic LNG supply chain.

- **Supply chain**: this component helps monitoring the competence and capacity building of the regional LNG industry.

- **Knowledge and partnership platform**: this tool is designed to streamline partnerships for R&D projects. Businesses can also gain access to state-of-the-art LNG services and products.

- **Competence building**: this is a training and workshop service archiving training materials.

“...The South Baltic region has little experience with LNG and therefore it makes total sense to collaborate with players who do have extensive experience in this specialised industry. The collaboration with MarTech LNG has allowed us to connect with other companies in the value chain, and as a result this has created commercial opportunities as well as partnership discussions. MarTech LNG has done a great job in being the connective tissue between the different companies in the cross-border value chain.”
Business-culture partnerships

A partnership between businesses and the cultural sector can offer many new opportunities. The existing business-culture partnership models serve mainly bilateral co-operation without attaining an institutionalised network structure which integrates a large number of enterprises and cultural institutions. The South Baltic model amalgamates existing random practices, cultural and business institutions into a cross-border platform for the joint systematisation and promotion of the business-culture partnership model.

The model draws upon a number of good practices including legal advice from law offices in return for cultural offers, art exhibitions during company’s open days, shopping centres attracting more visitors by offering spaces for artistic expression, joint commercial products with artistic value, creating unconventional PR in return for resources, etc.

Along with the good practices, the South Baltic business-culture partnership mechanism includes modules tested in Germany, Poland and Lithuania such as:

- an award and recognition scheme for businesses supporting arts and culture
- a business-culture partnership portal that allows crowdfunding and cultural event promotion
- business-culture partnership Secret Santa: the cultural and business sectors exchange presents, ranging from theatre tickets and paintings to technical and logistical support.

I very much welcome this systematic approach of supporting cultural players. Awarding culture-promoting entrepreneurs is an appealing opportunity not only for us in Rostock but for our colleagues in Szczecin and Rietavas as well. A fresh impetus to the cultural environment across borders rather than in one single community is important as culture lives on exchange. But besides that, the more communities apply the awarding scheme, the more likely it is that this concept will grow in popularity among businesses.”

Background: the project Business Culture Partnerships (BCP) is seeking to enhance the synergies between these two sectors through the establishment of a systemised cross-border scheme promoting alliances between artists and enterprises.

Access the smart solution at: www.southbaltic.eu/smart/023

Knowledge Agents:
Dr. Kristina Koebe
k.koebe@rotorwerk-project.de
+49 381 375 971 75

Thomas Werner
thomas.werner@rostock.de

www.business-culture-partnership.eu

Dr. Uwe Neumann
Head of Kunsthalle Rostock
Interactive business cluster map for the offshore wind industry

This interactive tool has been designed to catalogue the companies active in the South Baltic offshore wind industry for a convenient overview and information as to where different parts of the supply chain could be sourced. The map provides detailed contact information and business description of the listed companies.

Built-in filters make it easy to find the relevant information, e.g. subject categories like “Local Authorities”, “Legislation and Regulations”, “Freight, Logistics & Transportation”, “Electrical Equipment, Materials & Services”, “Business Development”, “Welding”, etc. The tool streamlines investment efforts by securing an adequate regional supply chain with competencies and resources across the national borders.

“... We are planning for an offshore wind farm with an investment value of around 50 million Swedish kronor. A key success factor is to fully utilize the project’s scale, the capacity and the conditions. First of all we must adequately involve project stakeholders. Without a strong local and regional support, both public and private, there is a risk that the time to secure all necessary permits for an investment like this will be very long, which causes additional project costs. It is important to have an efficient network of suppliers, but also of organisations that support the project concept with reference to the regional development potential in terms of new businesses and new jobs. The cross-border cluster SB OFF.E.R. has contributed greatly to identify a cost-effective supply chain. The cluster map is a valuable tool for identifying potential suppliers here and across the border to smoothly attach all the necessary products and services.”
COOPFOR network

Forest agencies, forest owners, timber industry associations as well as forestry businesses from Sweden, Lithuania, Germany and Poland which have been co-operating within the project “Hardwoods are good” have initiated the co-operation forest network COOPFOR. The initial aim of the network was to focus on entrepreneurs in the hardwood forestry chain with the following six priority areas: small assortments, non-wooden products, increased involvement of entrepreneurs in the Rural Development Programme, increased women representation, hardwood markets and the future co-operation between hardwood entrepreneurs. The context of the network has been extended to cover also forestry, environmental protection and the timber industry. The aim of the network is to preserve the environmental integrity and ensure a sustainable development of the South Baltic forest areas, to raise the level of competence of both private and public forest stakeholders and to increase the competitiveness of the cross-border timber industry. The COOPFOR agreement can be complemented by new interested institutions, businesses or other organisations. To join the COOPFOR network, get in touch with the Knowledge Agent.

Background: the project “Hardwoods are good” was designed to enhance the cross-border relations between hardwood chain entrepreneurs in the South Baltic area.

Access the smart solution at: www.southbaltic.eu/smart/022

Knowledge Agent: Ola Runfors
Swedish Forest Agency
ola.runfors@skogsstyrelsen.se
+46 457 455 184
www.skogsstyrelsen.se/Projektwebbar/Hardwoods-are-good

“Cross-border co-operation offers new perspectives for Pomorskie Voivodeship. The project Hardwoods are good managed to create an effective tool in the form of an institutional network operating in the forestry sector. This new cross-border community is a win-win situation on all levels – a sustainable use of our forestry resources as well as a culture of competitiveness, internationalisation and high-quality-service for our forestry businesses.”

“The project Hardwoods are good made us realise that there is an essential gap within the wood value chain in Poland. While in Sweden and Germany, forest contactors must possess a certificate authorising them to work in the forest, our Polish forest contactors don’t have any relevant certificates. We decided to follow the example of our colleagues abroad, and to introduce a new standard which will raise competitiveness within the forest sector, improve the quality of the forest services, and set a framework for a better environmental interaction.”

Mieczyslaw Struk
Marshal of Pomorskie Voivodeship

Jan Kubiak
President of the Polish Association of Forest Entrepreneurs
Business internationalisation
Background: Going abroad was designed to encourage businesswomen to embark on cross-border activities. The project involved ca. 300 female entrepreneurs with micro businesses.

Access the smart solution at: www.southbaltic.eu/smart/024

Knowledge Agent: Maren Buchmüller
Maren.Buchmuller@skane.se
+46 766 486 512
www.goingabroad.nu

Internationalisation handbook for female entrepreneurs

The handbook seeks to strengthen the business potential of women’s enterprises across borders by creating networks and providing new knowledge for sustainable and competitive business development.

The tool describes the cross-border application of the so-called Success Team method. This is a new model in the pattern of contacts and networks. Business women from different branches meet regularly to motivate and support each other in the management and development of their own enterprises. The Success Team is a group of 4-6 people who meet regularly every 3–4 weeks to support each other, and to help each other achieving the goals they set for themselves. This programme usually takes at least six months, depending on the composition of the group. Activities in a Success Team focus on improving the participants’ abilities in starting up and managing a business as well as on motivating each other and sharing individual experiences.

Dr. Yvonne Adler
Success Team member

“ The cooperation with other entrepreneurs in my Success Team helps me personally and my business. I have learnt how to set realistic aims for myself as well as to ask for help. Our meetings taught me to look at my problems realistically, but also showed me that I can do more than I thought. We as a team became braver together. Now I have the confidence to expand my business even across borders.”
Export marketing handbook

The handbook provides advice for entrepreneurs who are interested in expanding their businesses in cooperation with foreign partners. It outlines the motives for initiating export activity, and describes issues such as market entry strategies in the South Baltic area; distribution channels on the foreign markets; organising export activity in an enterprise; creating and implementing an export business plan including product, price, distribution, communication and intellectual property protection strategies.

The paper also identifies certain obstacles, such as cultural differences in the South Baltic area, and offers solutions for establishing long-term corporate identities on a foreign market. Devising negotiation plans, organising export transactions, joint ventures and strategic alliances in the South Baltic area are further insights into the layout of international markets. The handbook has been successfully trialled in educational contexts.

“ In my classes, I seek to encourage my students to pursue business internationalisation paths in their careers. The Export Marketing Handbook of Catching the Future proved to be a valuable and useful source of information for me and my students, triggering vigorous class discussions. As a result, I am observing a growing interest in this field of study and a better understanding of the values of cross-border economic relations.”

Background: with the project Catching the Future (CTF), municipal authorities from Poland and Sweden have joint forces to stimulate entrepreneurial interactions in the South Baltic area.

Access the smart solution at: www.southbaltic.eu/smart/025

Knowledge Agent: Prof. Hanna Treder
ekoht@ug.edu.pl
+48 585 231 384
www.ctfsbp.eu

Monika Kowalska
Assistant lecturer at the Institute of International Business, University of Gdańsk
OTIN – web-based tool for planning cross-border oversized cargo transport

Every year, more than 60,000 permits to transport oversize cargo are issued in the South Baltic area. Logistics experts call for a common strategy ensuring smooth oversize cargo transportation across borders. Every country applies different regulations, which entails severe administrative burden. OTIN is a virtual information system designed to help oversize carriers to easily access information about oversize cargo transportation, and obtain necessary permits. OTIN assimilates existing systems in Sweden, Germany, Poland and Lithuania, and significantly improves the accessibility of permits-issuing services in the South Baltic area. How does OTIN work?

**STEP1:** carriers need to register at http://www.transportoversize.eu/en/company_register in order to receive login data and gain access to OTIN.

**STEP2:** login at http://otin.transportoversize.eu

**STEP3:** accessing OTIN and exploiting its tools. Freight carriers can access possible oversize routes, and generate permit applications. With OTIN, oversize cargo carriers are more likely to speed up their planning processes.

“ I started cooperation with Oversize Baltic in my previous work position as logistic manager at the Visagino nuclear power plant. Since we have been implementing a study on transportation of nuclear reactors via Lithuania, I found this project to be just on time. During the cooperation process, we got the valuable information on the cross-border oversize transportation corridors. Mammoet as the world’s biggest supplier of oversize transport services welcomes the expected increase of energy infrastructure projects in the region. For us, OTIN is a very favourable tool to manage the supply chain across borders. We are constantly looking for supply partners in the Baltic Sea region. It makes it easier since the number of OTIN users is high and you can find the company for your transport in every country of the region. I hope that this tool will expand the current integration area.”
Business capacity building
Background: Marine Competence, Technology and Knowledge Transfer for LNG in the South Baltic Sea Region (MarTech LNG) is a project designed to establish a liquified natural gas cross-border supply chain. This project has proved to be an efficient instrument for streamlining LNG tendering activities in the area: it has been an indispensable partner for the LNG public tenders of the Municipality of Samsoe (DK) and the Lithuanian oil terminal Klaipedos nafta.

Access the smart solution at: www.southbaltic.eu/smart/012

Knowledge Agent: Andrius Sutnikas
Klaipeda Science and Technology Park
projects@kmtp.lt
+370 686 376 81
www.golng.eu

LNG knowledge and competence portfolio

This paper reveals the South Baltic potential to develop a cross-border liquefied natural gas (LNG) supply chain. It identifies the institutional portfolio with regard to research, education, training and consulting, and examines the levels of institutional and scientific specification as well as the institutional co-operation patterns. It furthermore outlines the current technological capacities, and catalogues the existing regional LNG stakeholders in the sectors bunkering, shipbuilding & repair, ports, shipping and end-user technologies. The paper outlines the infrastructure deficits in the cross-border region having currently only one LNG import terminal in Nynäshamn (SE), and highlights the potentials for infrastructure developments taking into account the initiatives to set up LNG terminals in Hirtshals (DK), Klaipeda (LT) and Swinoujscie (PL). The scarce LNG infrastructure entails a scarce products and services portfolio, predominantly related to tank and bunkering system products, building LNG-fuelled vessels, unloading LNG from carriers and tankers, processing LNG storage and regasification, etc. These gaps, however, open market perspectives for new business models. These observations shall serve as a basis for increasing the business involvement in the LNG sector. The goal is to encourage both policy makers and businesses to embark on LNG activities in regions with currently moderate business involvement. The ultimate goal is to connect both the scientific knowledge and the commercial valorisation in a cross-border cluster with competitive services and products, serving e.g. big international tenders.

“Since the Lithuanian government has decided to build a liquefied natural gas terminal in Klaipeda, we did face a challenge to understand the scope of the project in terms of safety, environmental impact and the effect on life quality of our citizens. The project MarTech LNG has been a big help for us providing all necessary information and explaining to local politicians and the media what the ramifications will be for our social life and economic performance. They made us realise that this terminal is no threat for our fellow-citizens. On the contrary, this opens perspectives for new business models. Thanks to MarTech LNG, we know now what we are lacking, how we can channel our businesses towards a new opportunity, and how they can gain access to knowledge from other South Baltic regions. Now it is all about gaining new competencies.”
Study on the qualification requirements for the offshore wind industry

The paper reveals the growing importance of the Offshore Wind Energy (OWE) industry for the economy of the South Baltic area describing perspectives, obstacles and qualification needs. With the development of this sector, new jobs are being created requiring new types of qualification. This paper examines the impact of the offshore wind industry on jobs and economy in the South Baltic countries.

The focus on North Germany allows to draw valuable conclusions about the correlation between qualification offers and qualification needs in the offshore branch. The R&D intensive nature of this sector requires co-operation between the industry, research institutes and universities in the future which shall secure adequate qualification offer for well-functioning businesses.

“Nearly none of the employees currently working in the offshore industry has completed a dedicated offshore wind technician programme. Some employees might have onshore wind experience that has been added to offshore skills adapted from the oil and gas business. I believe that the available work force has to be developed in steps. Starting with mechanical and electrical engineers without wind knowledge, the wind technician will be the next level. Onshore experience with added specific offshore training would qualify a person as an offshore wind technician. Just as other renewable energies, offshore wind is not that well known publicly. So, the possibility to make a career in the wind sector in general is more or less unknown. Promotion of the possible career paths within this business should be the first move to raise public interest, followed by the development of qualification programmes that fit the needs of the branch. And this is a challenge valid across borders. The qualification requirement study of SB OFF.E.R has valuable findings for the South Baltic area, which have already triggered more substantial discussions on the need to improve the qualification offer on decision-making level.”

Background: through reconciled cross-border actions, the project South Baltic Offshore Wind Energy Regions (SB OFF.E.R.) seeks to promote offshore wind energy in the South Baltic area, identified as one of the most suitable for this kind of renewable energy.

Access the smart solution at: www.southbaltic.eu/smart/006

Knowledge Agent: Gert Proba proba@rostock-business.de +49 381 377 1915 www.southbaltic-offshore.eu

Dirk Carstensen
OffTEC Base Gmb & Co. KG
Background: the project SB VALOR (Valorisation of knowledge-intensive ideas in the South Baltic area) brought together innovation management experts from Germany, Sweden, Lithuania and Poland with the goal to unleash the commercialisation potential of inventions from universities and research institutions in the South Baltic area.

Access the smart solution at:
www.southbaltic.eu/smart/031

Knowledge Agent: Sandra Sveder
s.sveder@inno-group.com
+46 854 567 671
www.valor-project.org

---

**Investment readiness package for start-ups**

Start-ups have little or no revenue to finance their endeavours. At the same time, significant investments are needed for research & development, prototypes and marketing. Traditional debt financing is barely an option. The lack of access to suitable finance due to high risk exposure and low collateralisation is one of the main challenges for start-ups. If personal resources aren’t available or have been depleted due to market operations, angel investors or more organised venture-capital groups are a possible source for additional capital. In these cases, it is meaningful for a start-up to signal trustworthiness. An appealing visibility and credible business plan are important means to attract investors. This compilation of start-up advisory papers contains guidelines on the development of an adequate business plan offering an adjustable model structure with the following modules:

- Product
- Marketing and distribution
- Business model and organisation
- Team, management and staff
- Implementation plan
- Opportunities and risks
- Financial planning

In addition, the compilation catalogues European venture-capital companies, and provides guidelines on corporate design and web development.

---

“We’ve been working with innovative start-ups for 20 years. Our experience shows that without a systematic support scheme, the vulnerability of an early-stage business model leads to failure. Too many start-ups fail due to the lack of knowledge and information with regard to business plan, communication or adequate contacts with investors. Serving research and policy institutions, businesses and development agencies in Europe and abroad, our mission is to optimise the future of emerging innovation. We very much welcome integrated support tools amalgamating cross-border expertise and experience such as the investment readiness package, which is why we’ve already assimilated it into our support offer.”
Online tool for business coaching of start-ups

Making the first move towards a business coach is not always easy and natural for new start-ups. The DISKE eTransfer manager is an online tool which simplifies interactions between start-ups and business coaches. Through this instrument, a business coach can monitor the process of setting up a new business model from the very beginning: it offers means to identify weaknesses, strengths and opportunities, which may entail an upgrade of the initial business idea.

In parallel, this platform offers a possibility to connect investors and start-ups. Investors may signal interest in a certain start-up registered on the platform by sending a contact request. Acting as a gate keeper, the business coach first analyses to which extent the business model accommodates the expectations of the investor, and eventually arranges the contact. The tool generates the maximum of trust – one of the most important issues at the early stage.

With the eTransfer manager, newcomers in the business sector can accelerate the start-up processes.

“[For new ideas to become a profitable business, a professional and consistent guidance is needed as many success stories on the other side of the Baltic Sea show. We therefore consider the DISKE start-up monitoring mechanism to be a very valuable instrument for Elbląg’s business environment. We plan to integrate it into a business incubator which is due to start its operations within the Elbląg’s Technology Park in late 2014.]”

Background: the main goal of the project DISKE (Development of Innovative Systems through knowledge exchange) was to intensify cross-border relations between innovative SMEs, and strengthen their economic potential and competitiveness through the cooperation of science and technology parks and incubators.

Access the smart solution at: www.southbaltic.eu/smart/028

Knowledge Agent: Benjamin Techen Technology Centre of Western Pomerania techen@technologiezentrum.de www.diskeproject.eu

Pawel Lulewicz Director of Elbląg Technology Park
Background: the project Responsible Entrepreneurship – a way of increasing SMEs' competitiveness in economical crisis (RespEN), seeks to promote the corporate social responsibility concept among SMEs from German, Danish, Lithuanian, Polish and Swedish regions surrounding the southern Baltic Sea, in order to ensure their commitment to fairness, tolerance and human right principles.

Access the smart solution at: www.southbaltic.eu/smart/029

Knowledge Agent: Monika Michałowska
Pomerania Development Agency
monika.michalowska@arp.gda.pl
+48 583 233 245
www.responsiblesme.eu

Corporate Social Responsibility study

Corporate Social Responsibility (CSR) is a concept devised to channel businesses towards an ethical interaction with their stakeholder environment: respecting human and labour rights, facing the environmental challenges and fighting corruption. Even though big enterprises such as Microsoft, Google and IKEA apply and popularise this concept in their global business interactions, there is also a need for implementing the concept to small and medium-sized enterprises considering their growing importance for the global economy in terms of productivity and employment. Findings from this study suggest that there is a lack of well-developed CSR culture in the South Baltic area and that socially responsible behaviour is not perceived as common sense: the majority of respondents to interviews conducted within the framework of the RespEN project had neither heard about CSR nor could they define this term, even less apply the concept within their businesses. Having recognised the need for concrete action, the RespEN project established a South Baltic CSR network and successfully trialled the penetrability of the CSR concept counting several success stories of companies which introduced the CSR principles. The findings from this study address SMEs, but also researchers in fields of management and economy.

The ISO 26000 matrix that we received during the RespEN project helped us to discover areas that were particularly important for us and our company’s stakeholders. We learnt which issues should be discussed, and they turned out to be important for the employees even though they have not voiced this previously. One of the specific results was starting the “wishing well” programme for employees, in which they express their hopes and aims both strictly professional and more loosely related to their work (work-life balance). Due to the way the company operates, there are no strict career paths, and the lack of this perspective was discouraging to employees. Thanks to the fact that employees share now more systematically their individual goals, their careers can assume the desired shape when opportunities arise. Tasks can be more adequately assigned to those who have been seeking them. In this way, the company’s efficiency will increase, and so will employees’ satisfaction.

Przemyslaw Radomski
Founder and Editor-in-chief at “Sunshine Profits – Tools for Effective Trading & Investment”
Technology transfer toolbox

This toolbox has been designed to assist higher education and research institutions with identifying commercial potential of their activities. The instrument consists of 26 operative documents for the facilitation of technology transfer including:

- templates for an innovation disclosure, letter of intent, non-disclosure agreement, term sheet for an Intellectual Property proposal, technology offer, license agreement
- guidelines on Intellectual Property rights, market assessment, proof of concept, business plan, establishing a technology transfer office, developing Intellectual Property policy at public research organisations
- recommendations for a regional commercialisation centre
- responsible value creation
- performance metrics in technology transfer
- Commissions’ recommendations on Intellectual Property policy at public research organisations
- Lambert toolkit for universities and companies planning to undertake collaborative research projects with each other.

"Thanks to the Technology Transfer toolbox, we have made huge steps towards a high-standard process of intellectual property exploration and technology transfer. This toolbox accompanies our cooperation with international partners, notably the preparation of a technology offer but also the signing of non-disclosure or licensing agreements. We use the tools developed within the SB Valor project as signposts – while being very flexible and open to our partners’ standards, we are now aware of what is indispensable for the technology transfer process."

Background: the project SB VALOR (Valorisation of knowledge-intensive ideas in the South Baltic area) brought together innovation management experts from Germany, Sweden, Lithuania and Poland with the goal to unleash the commercialisation potential of inventions from universities and research institutions in the South Baltic area.

Access the smart solution at: www.southbaltic.eu/smart/032

Knowledge Agent: Sandra Sveder
s.sveder@inno-group.com
+46 854 567 671
www.valor-project.org

Izabela Kowalczyk
Technology transfer office, Medical University of Gdansk
Background: the project RES-Chains bundles green energy expertise from all five South Baltic countries, and was designed to promote renewable energy source chains encouraging new investments in the South Baltic area.

Access the smart solution at:
www.southbaltic.eu/smart/034

Knowledge Agent: Lennart Tyrberg
Energy Agency for Southeast Sweden
lennart.tyrberg@energikontorsydost.se
+46 766 209 247
www.res-chains.eu

Guidebook for renewable energy investments

Based on good practices, the guidebook illustrates how the implementation of solar power, hydropower, biomass, biogas and wind energy investments can work well and provides guidance with related planning covering the following aspects

- Solar power: the aspects of choosing photovoltaic or solar thermal system, installation, orientation and tilt, shading and temperature, producers and warranties, etc.
- Wind power: life-cycle challenges, impact on environment and landscape, wind conditions, types of wind turbines, tower structure, operating conditions (onshore / offshore), etc.
- Hydro power: spatial planning, types of power plants, capacity and type of the turbine, measures to reduce carbon footprint, oxygen loss, sedimentation, the impact on fish populations, the impact of hazardous materials and waste, etc.
- Biomass: biomass supply compared to fossil fuel supply, harvesting, transport, drying, comminution, storage, homogenization, compaction, conveying, quality control, etc.
- Biogas: transport, storage, treatment, digestion, conversion pathways, the use by combined heat and power, feed-in into natural gas grid, the use as fuel for vehicles, the use for thermal energy production, etc.

“Thanks to the expertise provided by RES-Chains, we will turn the old dump in Gullberna, which has been classified as one of the ten most contaminated in Sweden, into a photovoltaic park. The site is located in close proximity to the Amiralen shopping centre – a big consumer of electricity. RES-Chains made us understand that it will be a good long-term investment for shop owners. The owners shall replace a part of the electricity they buy from the grid with electricity from their own panels in the park. Shoppers could load their electrical car with energy from the park while shopping. It is a remarkable change from a contaminated land to a visionary emblem for Karlskrona.”
Manual for offshore wind energy investors

This paper addresses the perspectives of Offshore Wind Energy (OWE) development in the South-East Baltic area, offering background information for new investments. It outlines potential locations in Poland and Lithuania as well as issues such as power grid integration, legislative framework and environmental impact. The paper provides insights into specific challenges for OWE investments identifying potential conflicting areas with the development of the wind farms such as shipping routes, underwater installations, military training areas, fishing activities, nature protection areas, cultural heritage, recreation, etc. The key conclusion is the urgent necessity of introducing elements of Integrated Maritime Spatial Planning to streamline the OWE development. A well-functioning legal basis and institutional mechanisms for Integrated Maritime Spatial Planning is recognised as one of the biggest challenges for OWE investments.

“...At the launch of the SB OFF.E.R. project, offshore wind energy was not present in any significant public debate concerning Poland’s future energy mix. Besides few regional companies supplying North Sea offshore wind farms with their products, the local maritime industry was not aware of the potential. Business match-making and transfer of knowledge significantly reinforced the cross-border integration of the sector. Pressure upon the central government resulted in the amendment of maritime law, which paved the way for investors to apply for the first offshore wind farm location permits. At the end of 2013, the Maritime Offices in Gdynia, Słupsk and Szczecin embarked on Integrated Maritime Spatial Planning to further support spatial, environmental and economic optimisation of the offshore wind farms’ location. In the light of the recent debates across the EU concerning the enforcement of a common energy policy, the expertise generated within SB OFF.E.R. and accumulated in the manual for potential investors paves the way for a favourable investment climate on the cross-border offshore wind market. In Poland, we have already observed investments by the offshore wind market suppliers, such as Energomontaż-Północ Gdynia of 65 m PLN or Bilfinger Crist Offshore, implementing facilities for the fabrication of supporting structures in Szczecin amounting to 70 m EUR. ..."
Offshore wind resource atlas

Using the WRF (Weather Research and Forecasting) mesoscale model, a new Wind Atlas for the South Baltic Sea has been developed, verified by data from Danish and German stations. Six different boundary-layer parameter schemes were evaluated by comparing the WRF results with the observed wind profiles at the masts. The WRF modeling was done in a nested domain of high spatial resolution for four years. In the process, the long-term wind statistics using the continually updated gridded data set representing the state of the Earth’s atmosphere (provided through NCAR-NCEP reanalysis data) were applied to provide basis for a long-term adjustment of the results. The final WRF results include a weighting for the long-term trends variability in the South Baltic Sea. With findings from earth observing satellites, the WRF model results near the surface were evaluated. The QuikSCAT and the WRF results resembled whereas the Envisat ASAR mean wind map showed some variation to the others. The long-term analysis revealed that the South Baltic Sea has had a spatially highly variable wind climate during the last 30 years.

Outlining these developments and potential, the wind atlas can serve as tool to draw the path for new South Baltic investments, share knowledge about techniques and requirements for wind farms, and identify promising regions for new Offshore Wind Energy (OWE) sites.

“... The nature of offshore wind farm investments is capital-intensive, and the new offshore wind atlas provides basis to take a decision on where to install wind turbines, to calculate their production, and eventually to justify the investment...”
Toolbox for the development of new air transport routes

New air transport routes support the local business climate, notably the tourism industry. The toolbox offers a number of instruments such as a tested methodology for the analysis of the passenger market potential, a guideline for public service obligations in air transport, a concept for destination development, etc. Referring to two European best practice cases – Billund (DK) and Bilbao (ES), the concept generalises how to strategically pursue the development of a certain route. The passenger market potential analysis identifies new air transport routes for the airports Bornholm, Palanga, Rostock, Växjö Småland and Szczecin. The route forecasts are based on an econometric methodology which can be applied for other airports as well. If regular market analysis and data are not sufficiently encouraging for an airline to launch a new flight connection at a regional airport, Public Service Obligations (PSO) can be a supporting instrument. PSO agreements include public co-funding and must be awarded by a tendering procedure. The PSO application guideline provides assistance to the PSO responsible institutions/authorities as to how to implement a PSO route in the context of EU legislation, what the regular steps of the application process are and which aspects have to be considered in a PSO tendering procedure and, later on, in a contractual agreement.

The toolbox of SB Global Access offers a great deal of support, helping us to establish new air transport routes for the Växjö Småland Airport. We have come to realise that there is sufficient demand, particularly for connections to hub airports. The figures of the passenger market potential analysis helped us to convince airlines to embark on new connections. In March 2014, we opened a route from Växjö Småland Airport to Oslo. This route is operated five times per week each direction. The newest one is to Amsterdam, which was opened at the beginning of May 2014. Ten flights per week are offered each direction. For the development of the marketing campaign to promote the new routes, we used a lot of knowledge and experience gained at our partner airports on Bornholm, in Palanga, Rostock and Szczecin. These developments triggered huge marketing investments from the airport shareholders.

Background: within the project SB Global Access, regional authorities, business and tourism development agencies and regional airports from Bornholm, Klaipeda, Palanga, Rostock, Växjö and Szczecin exchange and jointly elaborate tools to develop sustainable and competitive levels of air accessibility.

Access the smart solution at: www.southbaltic.eu/smart/035

Knowledge Agent: Dr. Olaf Zeike Universal Transport Consulting GmbH o.zeike@uniconsult-hamburg.de +49 407 400 8111 www.south-baltic-airport.eu

Ulf Axelsson
CEO, Växjö Småland Airport
From present to future
Getting ready for the South Baltic Programme 2014 – 2020
Dear South Baltic Friends,

In the light of our Programme motto “Going local - Meeting your needs – Connecting people and ideas”, I hope that the preceding pages have allowed you to catch a glimpse of the cooperation spirit burning in the South Baltic. Maybe you got some new ideas how to tackle your development challenges through cooperation. The feedback given by end-users and the “Knowledge Agents” may have helped you to assess the relevance of the presented solutions for your work in practice. Maybe this publication has even created an appetite to get active in cross-border cooperation yourselves. We can indeed be proud of the results achieved by the presented projects and thus would like to thank all partnerships for their commitment and dedication!

Despite the achievements made, however, further work needs to be done to fully exploit the potential of cross-border cooperation between the regions surrounding the South Baltic. Being committed to cooperation in the Baltic Sea Region, Poland thus feels honoured to lead the preparatory works for the second edition of the South Baltic Programme, designed for the EU’s financial perspective 2014 – 2020. As decided by our Programme partners on 18 March 2014 in Palanga, the strategic objective of blue and green growth shall guide future cooperation across the shores of the South Baltic. Under the umbrella of the area’s blue and green economy, collaborative approaches to SME internationalisation and innovation transfer, sustainable tourism development, the uptake of green technologies as well as improved connectivity and skills development will be at the heart of the future Programme. By giving emphasis to the joint development, testing and transfer of innovative solutions, the Programme thus aims at unlocking untapped development potential for the benefit of sectors which are key for the future of the South Baltic, e.g. renewable energies, sustainable tourism and the maritime industries. At the same time, measures strengthening the cooperation capacity of institutions shall make it easier for newcomers and local actors to benefit from the opportunities to work across borders.

Representing the Managing Authority of the Programme, Poland is thus pleased to announce that the financial allocation for the South Baltic Programme 2014 – 2020 will be one third higher than under the current financial framework. Altogether, approximately EUR 80 m will be made available for the next generation of South Baltic cross-border cooperation initiatives. Building on the success of our current projects, friendship, mutual trust, commitment and the readiness to compromise shall remain the guiding principles for all of us. Indeed, using our different backgrounds, experiences and strengths as an opportunity, I am convinced that we share the same goal and thought – to build a cross-border community which will enable development and prosperity of all regions around the South Baltic.

Anita Ryng
Acting Director of the Territorial Cooperation Department, Polish Ministry of Infrastructure and Development
South Baltic Cross-border Co-operation Programme 2007 – 2013