

JOINT AGENDA CANVAS of Forestry group: Improving performance by facilitating innovations closing digital gaps and streamlining data-use (in the forest-based value chain)

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	TARGET GROUP RELATIONSHIP	TARGET GROUP SEGMENTS
<p><i>Who are the key partners?</i></p> <p><i>What is the role of these partners?</i></p> <p><i>Which key resources and knowhow are we acquiring from partners?</i></p> <p><i>Which key activities do partners perform?</i></p> <p>Core partners in establishing and implementing transnational projects:</p> <ul style="list-style-type: none"> Norwegian Wood Cluster (Tretorget) Paper Province JAMK University of Applied Sciences, Institute of Bioeconomy, and ICT Institute Inland Norway University of Applied Sciences <p>These partners represent great national (to business, R&D and more) and international networks and experience in defining and anchoring challenges, developing, funding, and implementing/managing projects in the total forest-based value chain.</p> <p>All partners representing experience with transnational innovation processes co-creating the closing of gaps and streamlining the use of data</p>	<p><i>What key activities does your value proposition require?</i></p> <p><i>What activities are the most important for your target groups?</i></p> <p>Co-learning processes that can define and anchor gaps and other innovation potential in the forest based digital value chain (see Tech. analysis and list of pains and gains).</p> <p>Co-designing processes defining and anchoring selected and by partners prioritized potentials; developing, organizing, and applying for funding projects to co-create solutions.</p> <p>Projects is a tool to create new solutions and to facilitate innovations. Co-funding is essential for all key partners and involvement of new partners is essential to create eligible consortiums from BSR and/or elsewhere Co-effectuate the projects and organize the dissemination and implementation of the results from the projects.</p> <p>Co-learning to define and anchor the challenges that new knowledge has revealed.</p>	<p><i>What jobs are our target groups trying to complete? What pains do they experience when trying to achieve their goals?</i></p> <p><i>How does our network initiative help them achieve their goals or solve their problems?</i></p> <p><i>What core value do we deliver to our target groups?</i></p> <p><i>What services are we offering to each target group?</i></p> <p>Main target group are businesses and/or authorities in or supporting the forest-based value chain. SMEs, start-ups, and scale-ups are prioritized.</p> <p>The co-designed projects should facilitate innovations and creation of knowledge that can close gaps in and/or streamline the use of data in the digital part of the forest-based value chain. Status in winter 2021 is described in our Technological analyses from CBB Forest Group.</p> <p>Effect will be a more sustainable value chain that can deliver renewable, circular solutions to end market.</p>	<p><i>What relationship do the target groups expect us to establish and maintain with them?</i></p> <p><i>Have we already established relationships with any of the target groups?</i></p> <p><i>What opportunities are there to reach new target groups? What efforts should we do to build the relationships?</i></p> <p>All partners have established excellent relationships with businesses and/or authorities and R&D in or supporting the forest-based value chain and through new projects the partners will maintain and increase their networks that will be attractive also for new partners.</p> <p>New project is also a tool to increase network and improve the daily performance by each partner to meet the regional demand for increased innovation and new knowledge to co-create a more sustainable future. The projects are tools to be able to deliver results to the target group (SMEs and authorities). To be able to deliver such results, the projects must be anchored in regional, national, and</p>	<p><i>Which target groups are we creating value for?</i></p> <p><i>What is our most important target group? Why?</i></p> <p><i>What differentiates our target groups? Do they have different expectations?</i></p> <p>SMEs, start-ups, and scale-ups are the main target group since larger companies and authorities often can develop similar project by themselves. Forest owners active in the value chain and involved in smart farming is a prioritized target group.</p> <p>Large companies, business networks and authorities will anyway be essential to anchor and fund projects.</p> <p>SMEs often have limited resources to be involved in developing the solutions (co-designing) but will priority attendance in defining problems (co-learning) and in implementing solutions (co-effectuating).</p> <p>Target group can be divided in technology developers and technology users.</p>

<p>in the digital part of the forest-based value chain.</p> <p>The breadth and depth of competence (teaching, research, consulting, facilitating and more) varies between the partners, but the partners complement each other both directly and indirectly through their networks so that the entire field of work is covered.</p> <p>The intention is to involve partners from other parts of the BSR as key partners as soon as possible.</p>	<p>KEY RESOURCES</p> <p><i>What key resources does our network initiative require (e.g., some of the services listed at Biobord.eu/services)?</i></p> <p>Agreement on common goals. Trust and tolerance between the partners.</p> <p>Exchange of complementary competence and resources (ICT, forestry, applying for funding, ability to create consortiums, project management, innovation management, business development, R&D etc.).</p> <p>Resources to take and follow up initiatives leading up to funding (e.g., co-learning and co-designing including free purchase of competence to establish projects).</p>	<p>The service will be to continue co-learning to define and anchor challenges; co-design to find new partners, develop and fund projects; and co-effectuating the implementing / managing of projects, dissemination, and implementation of results and to start new co-learning processes. This includes co-creating to specify the most promising gaps or data-use for the target groups.</p> <p>The key partners complement each other in terms of competence and together we provide critical mass that ensures credibility and progress and that limits the disadvantage of locating in rural areas. Cross-border collaboration provides increased opportunities for learning and new ideas by learning from differences.</p>	<p>international strategies for R & D & I, the university sector and business- and community development.</p> <p>CHANNELS</p> <p><i>Through which channel does your target group want to be reached?</i></p> <p><i>What are the best channels for reaching our target groups?</i></p> <p><i>What efforts should we do to use these channels? What resources are needed?</i></p> <p>Priority one: 1:1 meeting with national stakeholders for anchoring and using the Biobord network to joint activities. Attending transnational matchmaking and using ECCP and other tools to reach new partner.</p> <p>Biobord and own websites for information.</p> <p>Organizing events and processes to increase the dissemination and implementation of results including meeting arenas, courses, and education.</p>	
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COORDINATION OF THE INITIATIVE

Who is coordinating the initiative? What is the core team working on the initiative?
Norwegian Wood Cluster.

Where can the partners follow and join the initiative? (e.g., link to a topic on 'Biobord Network') How are we involving our target groups to the planning?
Forestry group on Biobord.

What happens next? Are we looking for new partners to join the initiative? Do we need desk studies or further need analysis?

1. We have a list of projects from the joint innovation event and will work on establishing these projects. Have regular (every second month) meetings to follow up in Q3 2021-Q2 2022 and elaborate the list of pain and gain for the field we are addressing.
2. Define (co-design) new joint project(s) that can give possibility to update and elaborate the technological analysis and to have new joint innovation events to create more project ideas.
3. Involving clusters, universities, or R&D organizations from non-Scandinavian countries as key partners in an extended forestry group.
4. Agree on at least one transnational study tour per year (first to JAMK).
5. Evaluate the content of this canvas in Q2 2022 and discuss how to continue the collaboration.

Attending in RD12CluB 2.0 to continue the co-learning process in the established consortium and to continue the transnational and trans sectoral exchange of experiences and efforts to improve the innovation processes in rural areas.

CONNECTION TO EUSBSR & EU frameworks

How are we responding to the priorities of PA Bioeconomy?
Forestry is one of the policy areas. We are especially addressing the changes/trend of the impact from digitization. The core partners are all representing rural areas and together we materialize exchanged knowledge, new ideas to the solutions of the common problems and efforts to strengthen transnational cooperation.

How are we responding to the priorities of PA Innovation?
We include all three innovation drivers (challenge driven innovation, digital innovation and transformation and co-creative innovation). We also represent an ongoing flagship in promotion, dissemination and scaling-up of our results.

How are we responding to different EU frameworks (e.g., green transition)?
Programme objective 1.1 Resilient economies and communities: increase innovativeness of the region, adapt smart specialisation approaches, adjust innovation ecosystems and untap digitalisation.

Programme objective 3.1 Circular economy: create and promote circular environments, redefine smart specialisation approaches, create business opportunities for environmental and societal benefits, untap digitalisation.