

Finnish experiences of Service Innovation policy and measures

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Finnish experiences of Service Innovation policy and measures

- Renewal of strategy at constant intervals and communicating and bringing it to practical actions
- Rethinking the role and mission and structures of the agency
- Horizontal approach: activities adopted to different sectors and clusters
- Vertical approach: Interaction and experience sharing between policy makers, implementors and operational level,

Renewal of the strategy : Services in the Tekes strategy and operations

Past:

- Year 2002 Strategy – emphasis still on technology
 - Year 2005 – New strategy – emphasis on service concepts

Key results from 2005 - a process:

- Year 2006 Serve – program
- Year 2008 – New strategy – emphasis on Customer centric service business
- Year 2009 Serve re-orientated towards Pioneers of Service Business

Present:

- Year 2009 – National Innovation strategy
- Year 2011 – New Tekes strategy

Rethinking the role and mission and structures :

Finnish Funding Agency for Technology and Innovation
Tekes' mission statement
2006

Tekes boosts the development of Finnish industry
and the service sector by technological means and
through innovation.

Horizontal : An *evolution* in the core logic of business? ... The forerunner is denied the luxury of mimicry. Knowledge Intensity is accentuated?

Competency in
industrial processes

"factory"

Competency in
customer/user preferences

"service company"

KISA- elements of business activity increase ->
(Knowledge Intensive Service Activity)

Power

Torque

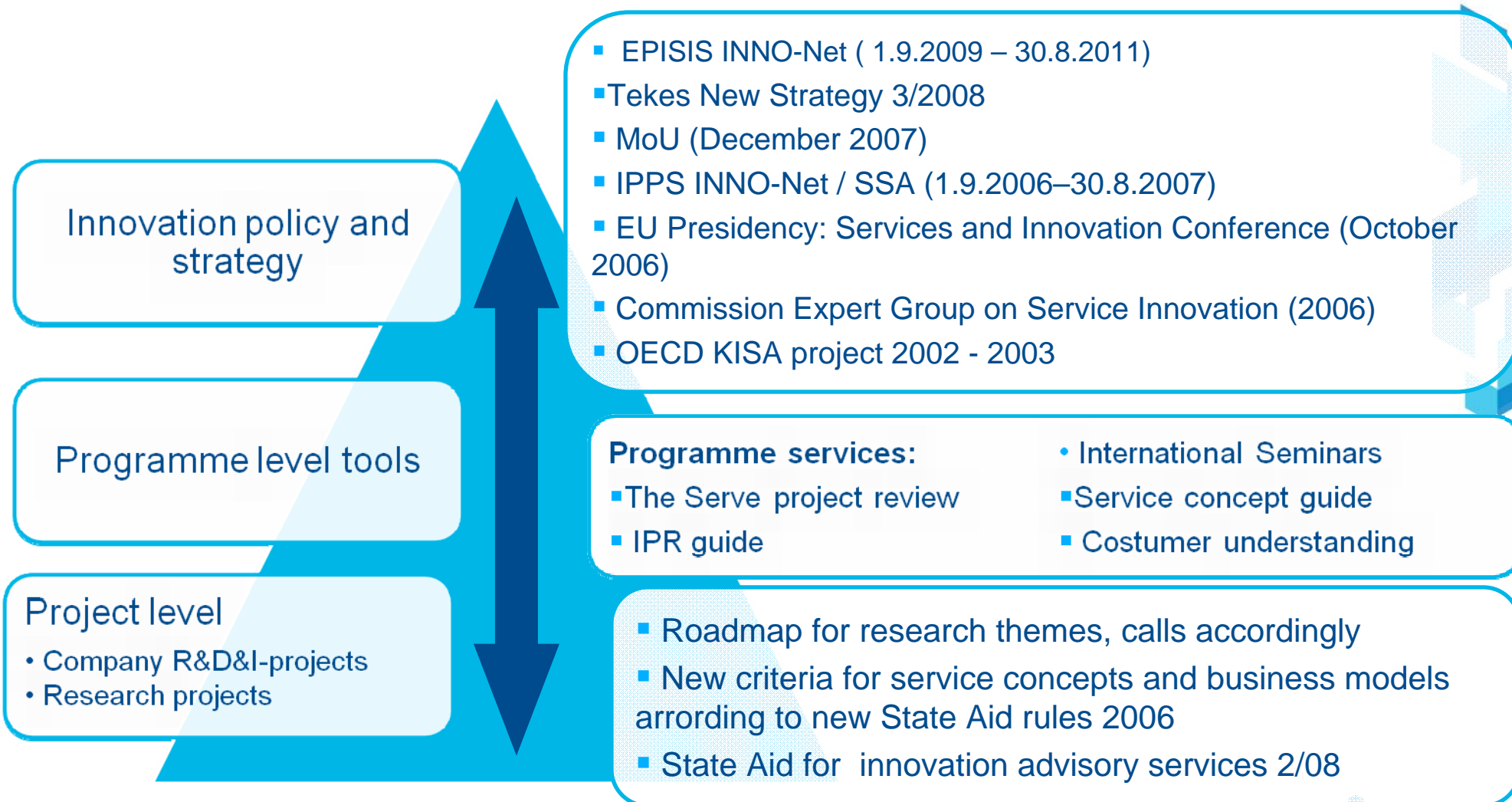
Classic push-model of **selling**
-> Manufacture a product and
push it to the customer & markets

Product Dominant Logic

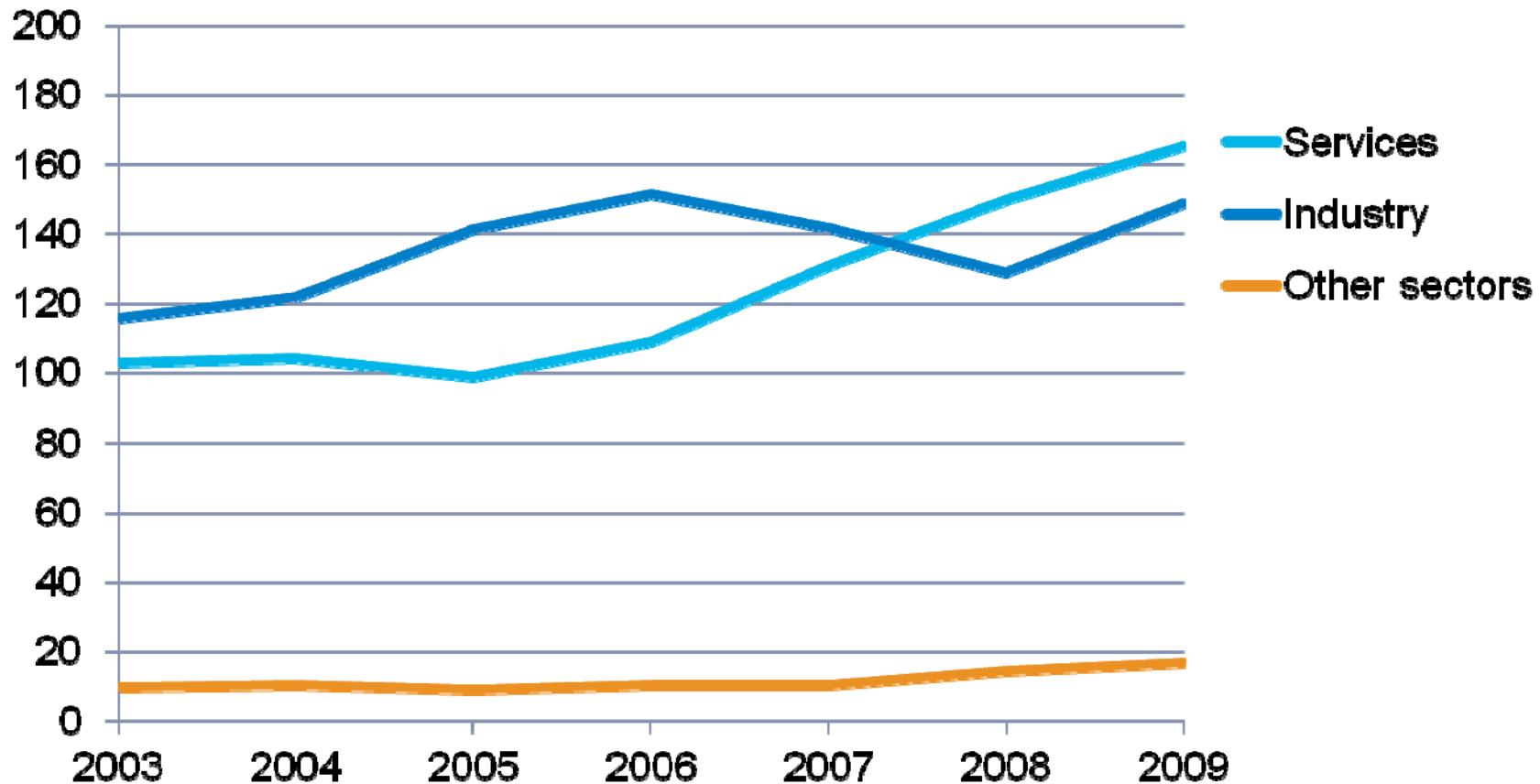
Demand-, customer-, user- and
competency-centric strategic
management
-> What are we good at? ... what do
the customers want?

Service Dominant Logic

Service Innovation vertical activities at Tekes



Tekes R&D funding by sectors



In addition Tekes funded workplace development through the TYKES-programme with 12 million euros. Construction is included in the industrial figures.

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